

# NATION'S BUSINESS



WASHINGTON  
JUN 11 1929  
TREASURY

JUNE 1929

Fred W. Shibley  
Ralph C. Hudson  
Herbert Corey  
William Hard  
Matthew Woll



MORE THAN 300,000 CIRCULATION





# Guardians

## of Chemical Purity

WHEN dry chemicals are shipped, the containers first of all must be practically air-tight, as well as moisture proof, to guard against deterioration.

The Calco Chemical Company, of Bound Brook, N. J., by severe tests found that Bemis Waterproof Bags met these rigid requirements perfectly.

What is more, Bemis Bags save them money, for these reasons: empty bags occupy almost no storage space; bags are filled more quickly and their customers empty them more easily; filled bags are more easily handled and tiered—another saving in storage space; finally, bags have a minimum tare weight, creating a saving in freight charges.

Are there possibilities for economies in your packaging and shipping? It will put you under no obligations to get the advice of our Packaging Engineer. No matter what your product, write us. Bemis Bro. Bag Co., 402 Poplar St., St. Louis, Mo.

# BEMIS BAGS





## They work where *you* play

Fargo Sedans have become an important part of suburban life—and a versatile part, too.

They ply between country estates and suburban railway stations. They solve the problem of church and the movies for the servants. They make one load of the week-end guests and their baggage.

You'll see them at the golf clubs, the yacht clubs, around the hunting lodges, the suburban resorts.

These Sedans are so fast, smart-looking and comfortable that the most fastidious guests delight in the ride. They are economical—low first cost, low operating cost.

It is a matter of seconds to lift the seats out and you have a roomy body ideally suited for the hauling of baggage or supplies.

Fargo Sedans are available in two sizes. There are also two open-side types of Fargo station wagons. Prices, complete with body, range from \$940 to \$1180. We will gladly send you further particulars.

FARGO MOTOR CORPORATION, DETROIT  
(Division of Chrysler Corporation)

# FARGO



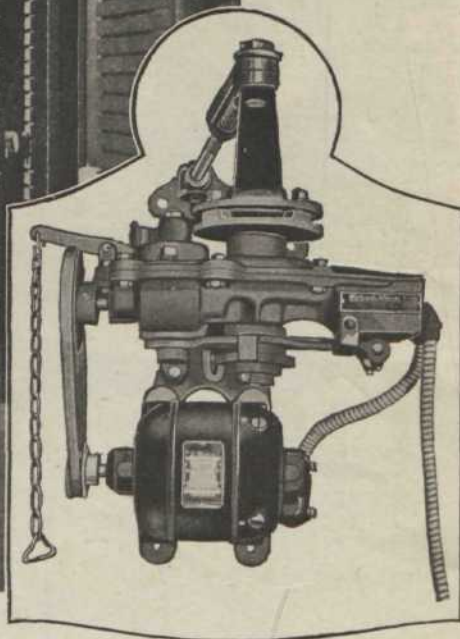
CHRYSLER MOTORS PRODUCT





"Quality leaves  
its imprint"

This 700-lb. ornamental iron gate at the traffic entrance of the Owens Bottle Co. is equipped with R-W Slidetite and Aut-O-Dor electric operator.



## R-W Solves Another Door-Way Problem

This unique factory entrance pays for itself by eliminating the gate-keeper.

The two beautiful ornamental iron gates (each weighing 350 pounds) slide inside the opening on Slidetite equipment and are operated by the R-W Aut-O-Dor Electric Operator. The gates open and shut by simply pressing a button inside the office. Thus traffic entering and leaving the Owens Bottle Company plant at Toledo is completely in control of one man . . . yet he never

has to leave his desk by the window.

Slidetite doors operated electrically by Aut-O-Dor are first choice everywhere for factories, garages, any and all door-way requirements, unobstructed openings, up to 22 feet wide. Slidetite powered by Aut-O-Dor is admittedly the most satisfactory door-way equipment for sturdiness, safety and security.

Write today for illustrated literature and specifications. Call upon an R-W engineer at any time for advice.

### Richards-Wilcox Mfg. Co.

"A Hanger for any Door that Slides"

New York . . . . . AURORA, ILLINOIS, U.S.A. . . . . Chicago  
Boston Philadelphia Cleveland Cincinnati Indianapolis St. Louis New Orleans Des Moines  
Minneapolis Kansas City Atlanta Los Angeles San Francisco Omaha Seattle Detroit  
Montreal • RICHARDS-WILCOX CANADIAN CO., LTD., LONDON, ONT. • Winnipeg

When writing to RICHARDS-WILCOX Mfg. Co. please mention Nation's Business





# "Tight money doesn't bother me now!"

"It used to—but, thank heavens, Mac, I had my eyes opened and it doesn't worry me any more.

"We weren't getting the potential profits out of this business. I knew that . . . but I didn't know why. Where were they going? I went to my old records but I couldn't find the answer.

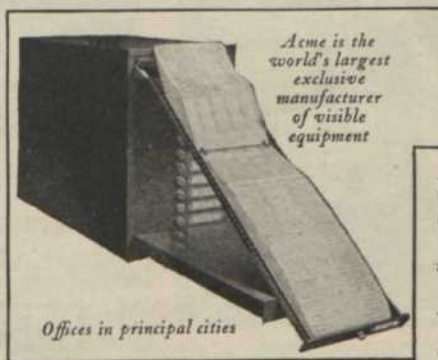
"Well, to make a long story short, we put in visible records—and then things began to happen. We found we had been paying interest on twice as much money as was necessary to carry adequate raw and finished goods inventory. We found a lot of customers had been unprofitable. Some we cut out—others were built up into profitable accounts. We reduced our accounts receiv-

able and saved interest charges there also . . .

"No, ordinarily I don't send in coupons, but after reading Acme advertising for six months I did, for once. The Acme man came in and you should have seen the variety of forms and the type of institutions using them."

\* \* \*

How the leaders in every industry are making instantly available the complete facts about their business is told in our book, "Profitable Business Control." Copy of this 48-page book will be sent to executives who pin the coupon to their letterheads.



ACME CARD SYSTEM COMPANY

[6]

2 South Michigan Ave., Chicago

Gentlemen:

Without obligation on my part, you may send me your book, "Profitable Business Control."

Name \_\_\_\_\_

Firm Name \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

## ACME VISIBLE RECORDS

*When writing to ACME CARD SYSTEM COMPANY please mention Nation's Business*



Columbus crossed the Atlantic in 2 months and 12 days. The first transatlantic steamship crossed from Savannah to Liverpool in 26 days. Now this age of mechanical perfection makes possible the same crossing in 5 days. Because correct lubrication is such an important factor in the speed and reliability of these modern "Santa Marias" and "Savannahs"—

# 53% of the world's ships of over 20,000 tons\* use Vacuum Oil Company prod- ucts to lubricate their main power units.

QUALITY BRINGS LEADERSHIP



THE world leadership of the Vacuum Oil Company in lubrication matters, on land and sea, results solely from the high quality of its products and their scientific application.

Our large staff of engineers is continually studying different types of machines—of both new and old design—for the purpose of developing better ways to lubricate them efficiently. For 63 years we have been specializing in this kind of scientific work.

As the lubrication problems of each plant are individual, we can, naturally, make no blanket specification for the correct grade of oil to use in every case. But one of our engineers will study conditions at first hand, surveying your equipment and recommending the correct lubricant for each operating condition. There is no obligation involved in this service.



## Lubricating Oils

The world's quality oils for plant lubrication

## VACUUM OIL COMPANY

61 Broadway, New York. Branches and distributing warehouses throughout the country.



\*This includes all ships from 20,000 tons up to and including such giants as the Leviathan and the Majestic of almost 60,000 tons.





## THIS MONTH AND NEXT

EVERYBODY is talking about farm relief and practically everybody is writing about it. In the rank and file of articles submitted to NATION'S BUSINESS practically every phase of the subject has been touched on except the one that seems most worthy of attention—how will the farmer take advantage of this relief and just how is it calculated to help him.

Edwy B. Reid, one of Washington's special writers, has remedied this deficiency. His article, "How Will the Farm Bill Work?" is a discussion of the bill from the farmer's point of view. He has written it as a conversation in which the bill is explained to the farmer and his objections to it are met—or at least answered. The reader will have a much



**Edwy B. Reid**



**Labert St. Clair**

A subject almost equally popular with farm relief is publicity. Newspaper editors write articles telling how their desks are cluttered with bales of propaganda for people, companies or things. Publicity men explain how to write good publicity and declare all publicity is news. Other men explain just as earnestly that publicity can never be news. The publicity man is frequently in ill repute because of some particularly lurid effort to break into print.

So we asked Labert St. Clair, who handled the Liberty Loan publicity during the war and who unblushingly admits he writes publicity, what it was all about. He wrote an article called "Publicity" that everybody who believes himself in need of publicity should read. St. Clair writes with a dash that would make him interesting even were his subject less widely discussed.

NATION'S BUSINESS believes these two articles will cause considerable comment when published, but Ralph C. Hudson, former president of the National Dry



**R. C. Hudson**

# NATION'S BUSINESS for JUNE

VOLUME 17



NUMBER 7

	PAGE
A Word for Selling.....	Merle Thorpe 9
As the Business World Wags.....	Editorials 11
How Will the Farm Bill Work?.....	Edwy B. Reid 15
Publicity.....	Labert St. Clair 17
The Airplane Frees a Continent.....	John W. Jackson 19
What Your Men Mean to You.....	Fred W. Shibley 23
A Hospital for Iron Horses.....	Drawing by Earl Horter 26
Soviet Contradictions.....	Anonymous 27
The Seven Sane Years.....	Harrison Reeves 30
I Have Faith in Horse Sense.....	Charles H. Leber 31
This Business of Making Men.....	A. Lawrence Lowell 34
Industry's Man in the Cabinet.....	Herbert Corey 35
So This is America.....	Herbert Corey 37
Labor Looks at Industry.....	Matthew Woll 39
It's the Buyer Not the Brand That Counts.....	Ralph C. Hudson 42
Three Billion Dollars Go Touring.....	Charles Frederick Carter 45
The Map of the Nation's Business.....	Frank Greene 48
Untangling the Government.....	William Hard 50
Congress Tackles Farm Relief.....	Fred DeWitt Shelton 56
An Executive With No Pet Plans.....	Seth Dunham 58
Retailing Fosters a New Art.....	Franklin S. Clark 63
Distributors Attempt Too Much.....	Sidney L. Willson 66
Booms That Fell Down.....	Earle Lutz 70
A Shopper Talks Shop.....	Edna Rowe 80
The New Wholesaler.....	William Boyd Craig 84
Our New Castle in Spain.....	Helen Ormsbee 88
News of Organized Business.....	Willard L. Hammer 96
Harvesting the College Crop.....	W. C. Bowen 100
Look Before You Go to Law.....	Everett Spring 105
Our New Envoys of Good Will.....	Ernest N. Smith 114
Human Nature in Business.....	Fred C. Kelly 120
What Other Editors Think.....	Wainwright Evans 129
What I've Been Reading.....	William Feather 132
On the Business Bookshelf.....	136
The Pattern of Commerce.....	Raymond C. Willoughby 145
The Musher Goes by Plane.....	James Montagnes 149
Looking On in Washington.....	153
What the World of Finance Talks Of.....	Merryle S. Rukeyser 177
The Long Bow Comes Back.....	Phillip Rounselle 193
Through the Editor's Specs.....	205
Index to Advertisers.....	212

MERLE THORPE, Editor and Publisher

Managing Editor, WARREN BISHOP  
Director of Advertising, GUY SCRIVNER

Business Manager, J. B. WYCKOFF  
Circulation Managers, O. A. BROWN, L. F. HURLEY

Branch Offices—New York, Graybar Bldg. Detroit, General Motors Bldg. St. Louis, Chamber of Com. Bldg. San Francisco, Merchants Exchange Bldg. Boston, 80 Federal St. Dallas, 1101 Commerce St. Cleveland, Keith Bldg. Philadelphia, Guarantee Trust Bldg. Chicago, First Natl. Bank Bldg. Atlanta, Chamber of Com. Bldg. Pittsburgh, Chamber of Com. Bldg.

As the official magazine of the National Chamber this publication carries authoritative notices and articles in regard to the activities of the Chamber; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

SUBSCRIPTION RATES: Three years, \$7.50; one year, \$3.00. General Office—Washington, D. C. Please notify us promptly of change of address.



# Overcoming Great Odds

WHEN TIME is at a premium the Irving Trust Company can be depended upon to facilitate the transactions of customers in every possible way.

One Saturday shortly after noon a customer delivered to this Company drafts for collection, amounting to over \$100,000, which covered grain shipments to 33 consignees in Italy. The documents were to be forwarded by a boat sailing at three o'clock.

There were 130 documents in duplicate which required careful checking. Two errors in the papers had to be corrected through telephone calls, and 33 collection forms with eight carbons each typed and verified. Finally, the drafts were endorsed. This work was completed at half past two.

The last mail had closed at one o'clock. The pier was nearly five miles away. It was a peak of heavy traffic. Nevertheless, messengers by subway and taxi rushed the documents to the boat. The gang-plank had been pulled in, but the men ran to the upper pier, and having assured one of the ship's officers that the necessary postage had been affixed, persuaded him to take care of the mail. Just as the steamer started to move out of its berth, the documents were dropped into his hands.

As the next sailing was four days later, the customer saved \$70 in interest charges alone through the Irving's prompt and intelligent action.

**IRVING**  
**TRUST COMPANY**  
*New York*

*When writing to IRVING TRUST COMPANY please mention Nation's Business*

Goods Association, has written one that is causing a furore even before publication. Because of this article, the mechanical department rings with the curious profanities of the printing trade. Mr. Hudson did not name his contribution and every time it reaches a new desk in the editorial department, it seems a new head is written on it. It appears in this issue under the head favored by the man whosawit last but it will say, "The retailer is the purchasing agent for a community, not the selling agent for a group of manufacturers, even if those manufacturers are national advertisers."



**C. H. Leber**

It should cause more comment when printed

than it has already.

While Mr. Reid is explaining what the farm bill means, Charles H. Leber, cunningly masking sound advice behind a flippant style, tells his views of farm relief in a light article, "I Have Faith in Horse Sense." He approaches the problem from an unexpected and startling angle.

The classicists about the office are highly affected by an article, in two parts, by Matthew Woll, vice president of the American Federation of Labor. They disagree as to whether his style is more like Aldous Huxley or Victor Hugo. Those who know nothing of the classics agree that he has written with splendid tolerance and breadth of vision about labor, capitalism, and many other things.

As Mr. Woll writes from a full knowledge of American conditions, another writer, who prefers, for sufficient reasons, to remain anonymous, has written of conditions in Russia. Selfishly we urged this man to sign his article as his name carries weight and authority.



**O. H. Cheney**

However, his reasons for desiring anonymity were better than ours for publicity and his article is not signed. It is a clear exposition of the factors which the American business man must consider in dealing with the Soviet.

This is only a taste of the worth-while things published this month. A similar taste of those scheduled for the July number, should include mention of a far-seeing aviation article by Edward R. Armstrong who has designed and is building seadromes, huge floating landing fields to be anchored in the ocean and build inter-continental travel. O. H. Cheney will appear in the July number with some interesting views as to the effect mergers will have on trade associations.



**E. Armstrong**





# Aircraft Industry

## Enjoys Unique Advantages in Los Angeles County

32% of the aviation activity in the entire United States centers in Southern California. (U. S. Dept. Commerce)

Industry Here Enjoys:  
Freedom from Labor Trouble  
Mild Climate  
Cheap and Abundant  
Power and Water  
Cheap Fuel

Low Building Costs  
Largest Western Market  
Splendid Export, Rail  
and Highway Outlets



Above map shows part of  
Los Angeles County. Every  
dot represents an airport  
or landing field.

Available investigations by meteorologists, industrial engineers and aviation authorities show conclusively that atmospheric, geographic, industrial and other conditions here are particularly favorable to aviation industry.


12 major factories are now manufacturing airplanes and aircraft motors here. Highest type, experienced, skilled labor is available; 20% of all licensed pilots; 20% of all identified aircraft; 25% of all aviation schools in the United States are in Southern California.

There are 50 or more airports and landing fields in Los Angeles County alone. (See graphic map at left).

Climatic and other conditions are bound to make this the aviation capital of America. The advantages of this immediate territory are not to be had elsewhere.

Complete detailed surveys and information promptly  
furnished upon request to the Industrial Department,

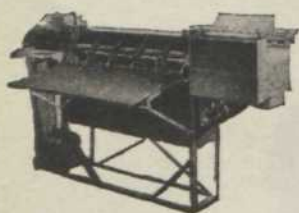
**Air-minded**

—  **LOS ANGELES  
CHAMBER OF COMMERCE**

# LOS ANGELES COUNTY



# Electric Accounting Machines for Every Kind of Business



ELECTRIC ACCOUNTING MACHINE



ELECTRIC KEY PUNCH



TYPE 83 ELECTRIC SORTING MACHINE



TYPE 83 ELECTRIC TABULATING MACHINE

Electric Tabulating and Accounting Machines (Hollerith Patents), which bring to accounting an unlimited range of possibilities, are the world's most up-to-date means of handling the figure-facts of business.

Comprehensive and flexible, this equipment can be applied to all accounting and statistical work with time-, labor-, and money-saving results.

Furthermore, the line of Electric Tabulating and Accounting Machines is complete. From the type 83—which is profitably employed by small concerns whose requirements do not demand the full power of the standard equipment—up to the large 7-bank printer is a large variety of types adaptable for use by every size and kind of business. Among them is one that fits your particular needs.

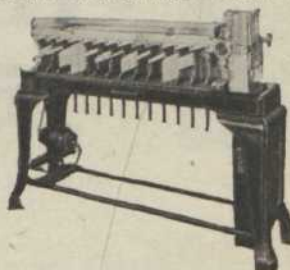
Write or telephone to our nearest office for studies of your statistical and accounting problems. We shall be glad to make them and render solutions. No obligation whatever.



ELECTRIC TABULATING MACHINE



ELECTRIC DUPLICATING KEY PUNCH



ELECTRIC SORTING MACHINE (Horizontal Type)



AUTOMATIC GANG PUNCH

## International Business Machines Corporation

THE TABULATING MACHINE COMPANY DIVISION  
INTERNATIONAL TIME RECORDING CO. DIVISION  
DAYTON SCALE COMPANY DIVISION

50 BROAD ST., NEW YORK, N. Y.  
Branch Offices and Service Stations in  
All the Principal Cities of the World



CANADIAN DIVISION  
International Business Machines Co., Ltd.  
300 Campbell Av. West Toronto,  
Ont., Canada





## A Word for Selling

**I**N a facetious vein we recently threatened to write a book, "How to Resist Salesmanship." Our satire was not altogether successful and some of our serious-minded readers took us to task.

Salesmanship is the hope of the age.

Despite our prosperity, most widely distributed, we should not squint the fact that there are still men and women who are denied the bare necessities. There are those who need shoes and warmer clothing; there are those who need better food; there are those in this land of the free and home of the brave who are still sleeping six and eight in a room.

In another strata there are those who having the necessities, need the conveniences of life, automobiles, telephones, radios, refrigeration, conveniences which make for a fuller and happier existence.

Still others need the so-called luxuries, art, travel, music, literature.

And if this be true of America, what could be said of the rest of the world!

Slowly and painfully, in the course of time, standards of living will be raised, and men and women generally will acquire these necessities, conveniences, luxuries. Is there a way to speed this normal development? There is.

Roughly, all of us fall into one of two groups: Those who make things, and those who sell things. The makers of things, with their factories, are running below capacity, notwithstanding the marvellous job done by the sellers of those things. If the selling group could speed up its work through the elimination of wastes, of inefficiencies, of unintelligent applications, the other group could turn more wheels and faster, there would be more necessities, conveniences,

and luxuries available for those additional men and women thus given opportunity to help make and sell the additional things.

We have heard of a vicious circle; this would be a virtuous circle.

At this point there needs to be a definition of selling. It is no longer the pushing of an article across the counter to an inquiring customer who stands ready with the price. The real selling brought him to that counter. Selling today, is promotion, and to promote means in its stark Websterian virginity, to encourage, to dignify, to stimulate, to help forward.

The salesman's chief task in these modern times is to arouse in us the need, to stimulate a desire. We should still be bumping over cobblestones on iron-bound wheels if it were not for the salesman. Forty-nine of the fifty things we do and use today were motivated by the salesman.

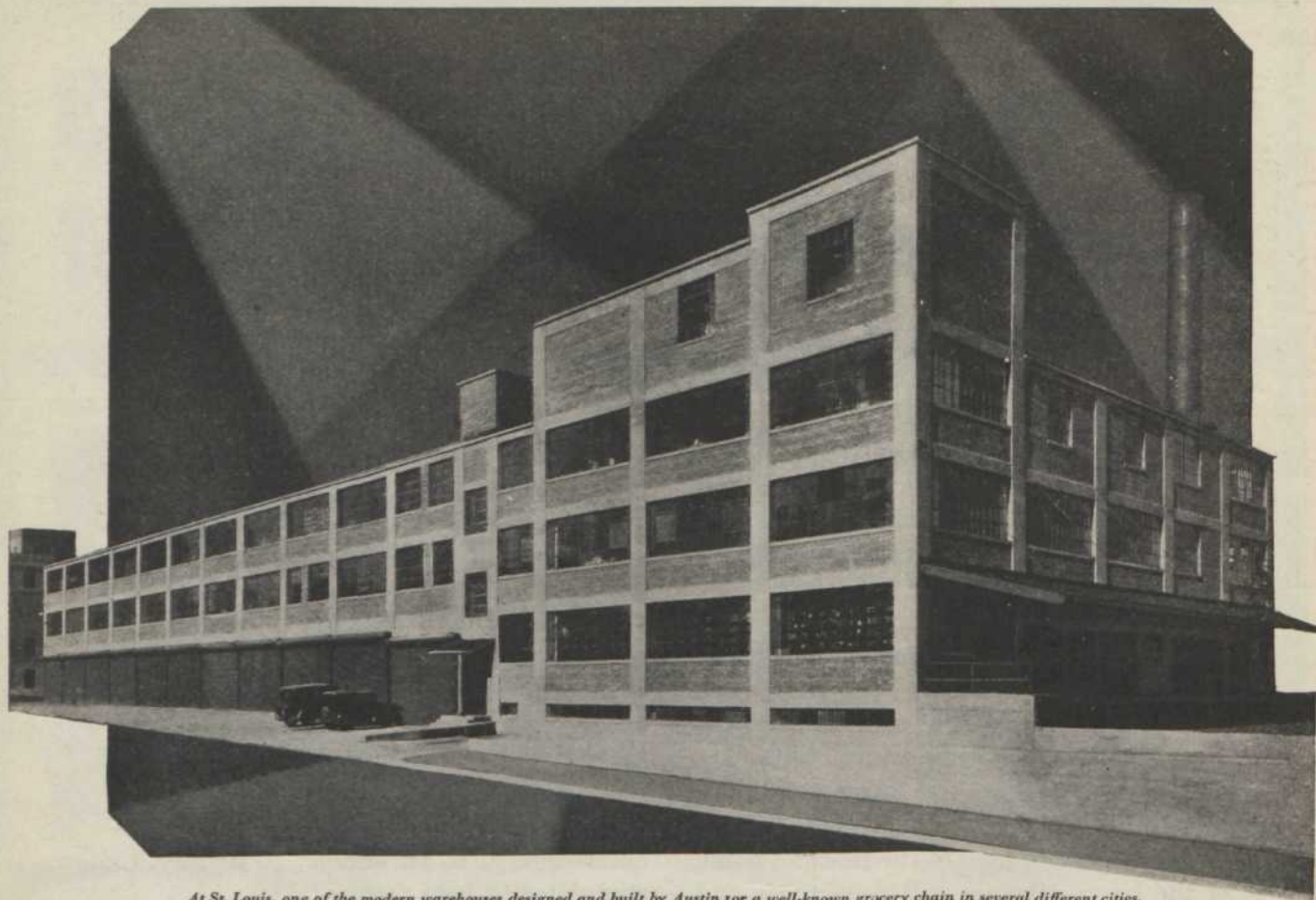
Up, then, and tell us again and over again of the new things! Make us dissatisfied with the clumsy and the archaic; arouse in us a desire which will give us no peace until we acquire those new and better things!

Is this a philosophy of discontent? Is this an evil exhortation? Then why continue to laud higher standards of living, for the stuff of which higher standards are made is—more things for more people.

More things for more people means more work for more people. Driving desires, and the chance to satisfy those desires by diligent and resourceful labor in making things will ultimately abolish poverty from the face of the earth.

*Merce Thorne*





At St. Louis, one of the modern warehouses designed and built by Austin for a well-known grocery chain in several different cities.

## Mountains . . . Markets . . . Buildings

**M**AHOMET did not wait for the mountain to come to him—he'd have been waiting yet. He went to the mountain. Mahomet had a good head for business.

Good business heads today reason that they can gain an advantage by taking their manufacturing plants closer to their markets—for better service, lower freight rates, quick turnover.

For example, a huge mill in Ohio for a Connecticut concern is now under design and construction by Austin. Another recent contract is for a branch plant in the Northwest for a great automotive corporation.

For a steel company which owes its success to quick service Austin is building another branch plant, and for chain grocery

concerns and food products manufacturers Austin has designed and built several warehouses and branch plants in widely separated cities.

Branch office organizations at strategic points from Coast to Coast have enabled Austin to cooperate with these firms in a way that would have been impossible otherwise.

Austin speed in design and construction means time and money saved for these and hundreds of other companies of which these are typical. The Austin Method guarantees in advance not only the completion date, but total cost and quality of workmanship and materials. The complete project—design, construction and equipment—is all handled by this one organization.

For approximate costs and other information on any type or size of building project, or for a copy of "The Austin Book of Buildings," phone the nearest office, wire or send the memo.

## THE AUSTIN COMPANY

Engineers and Builders • Cleveland



New York Chicago Philadelphia Detroit Cincinnati Pittsburgh St. Louis Seattle  
Portland Phoenix The Austin Company of California: Los Angeles, Oakland and San Francisco  
The Austin Company of Texas: Dallas The Austin Company of Canada, Limited



Memo to The Austin Company, Cleveland— We are interested in a ..... project containing ..... sq. ft. Send me a personal copy of

"The Austin Book of Buildings." Individual ..... Firm ..... City ..... NB 6-29

When writing to THE AUSTIN COMPANY please mention Nation's Business



# NATION'S BUSINESS



Published at Washington by the Chamber of Commerce of the United States

MERLE THORPE, Editor

## As the Business World Wags

THUS WE MAY SEE, QUOTH HE,  
HOW THE WORLD WAGS—*As You Like It*

### Some Questions on Business



HERE are some notes of the month's news of business and some questions that the news at once suggests.

John Raskob, back on the finance committee of General Motors, but not its chairman, proposes, somewhat vaguely, a tremendous investment trust which shall enable men of small income to share in the profits of industry.

Questions: What effect will such a plan have on savings banks and insurance companies? How much risk can the man of small income take? Will the size of Mr. Raskob's investment trust largely eliminate risk?

The Bureau of the Census gives out some figures showing that the South's lead in cotton manufacture increased from 1925 to 1927. Massachusetts first in point of value of products in 1925 was second in 1927.

Question: If labor was a chief factor in moving the cotton industry south, at what point will that advantage be neutralized since southern labor seems to be growing more assertive?

Ex-President Calvin Coolidge takes a place on the board of the New York Life as ex-Governor Smith has taken one on the board of the Metropolitan Life.

Questions: Why were they chosen? Was it for their knowledge of insurance problems? For their understanding of the public mind? For the publicity value of their names? Or for all three and some other factors?

I. G. Farbenindustrie Aktiengesellschaft of Frankfurt on the Main—and if you don't like that title call it the "German Dyes Trust"—is to have a \$60,000,000 American associate, the American I. G. Chemical Corporation, with such men as Walter Teagle, Edsel Ford, and Charles E. Mitchell behind it. It will have a film factory rival to George Eastman's and the General Aniline Works as a basis for its work.

Question: Are we to be dominated by Germany in our chemical industry? Incidentally Francis P. Garvan, once Alien Property Custodian and a vigorous advocate of

American independence in chemistry, says we are. Germany is the world's greatest exporter of chemicals.

Bricklayers in New York were to have a \$14.50 day and a 5-day week until writs and labor trouble intervened.

Questions: Who pays? How are such charges divided? Will the bricklayer increase production enough to absorb part of it? Can the builder pass it on to the owner and the owner to the renter?

Johns-Manville, American Radiator, and Standard Sanitary, all making things used in construction, are reported as merged or about to be merged. Rumors add Congoleum and Certain-teed Products to this "circular trust" or organization dealing in kindred products.

Questions: What will be the savings in selling? Will fewer salesmen be employed? Will advertising be grouped in less space to carry over the idea of an institution devoted to selling a line of associated things rather than the individual goods?

Cleveland reports that Youngstown Sheet and Tube, Inland Steel of Chicago and Republic Iron & Steel of Youngstown and perhaps some others are to unite to form the third largest steel company in the United States. Cyrus S. Eaton, who is said to be forming the new company, is closely connected with public utility companies in the Middle West.

Question: In such great projects as this how much of the purpose is to bring seller and users of basic materials together? We hear much of "controlled buying."

### The Woolworth Advertising



*Evening Post* alone, and large space in others.

Nominally the occasion was the fiftieth anniversary of the founding of the Woolworth business. Advertising agents and publishers of periodicals wondered if it foreshadowed a permanent policy of national advertising for the great five-and-ten-cent house.

Manufacturers wondered how much attention would be

OUTSTANDING in the advertising development of the month was the appearance of the F. W. Woolworth Company in national periodicals with 16 pages in *The Saturday*



given to their names and brands. One report in advertising circles was that it would be a sort of joint effort identifying the maker and the distributor; that the chain-store wolf was to dwell with the manufacturer lamb.

But a survey of the *Post's* pages failed to show the millennium. Take candy. Eighty manufacturers were listed as supplying Woolworth but only a few of them are national advertisers and the names of those achieved no particular prominence in the pages devoted to candy. Stockings, women's belts, costume jewelry, razor blades, shoe laces, paints and lacquers, curtain rods, games, garters—all these were, so far as the buyer is concerned, Woolworth's, not a particular manufacturer's.

Eleven pages in the *Woman's Home Companion* advertised some things not in the *Post*. Enamel ware, laces and curtains, elastic for household uses and hair nets, but no national advertiser's products displayed.

The attitude of at least one large merchant towards national brands is set forth in Ralph Hudson's article in this issue. The problem of the mass retailer and the advertised brand concerns many manufacturers.

### International Competition



AMERICAN industry has been told that if it would thrive it must look abroad for buyers of its surplus production.

But suppose that foreign buyer, having access to raw material, says to himself, "Why send my raw material two or three thousand miles to the United States to be made into a finished product and then have that product sent back to me? Why not complete the job?"

In Brazil they've answered that question by building at Belem, at the mouth of the Amazon, a factory to make 200 automobile tires and 400 tubes a day. Not a big factory, when we recall the 75,000,000 tires the United States makes each year, but it is a tendency with which American manufacturers may have more and more to deal. India makes a large part of her own cotton goods. What if China's tremendous labor power should be increasingly utilized?

But the machinery for Brazil's new tire factory came from the United States.

### Removal of Responsibility



SOME years ago when the Supreme Court handed down an important decision upholding or dissolving a union of two great railroad properties, a small newsboy with a bundle

of papers carrying the first news of the decision dashed down Wall Street yelling:

"Extre—ee—ee! All about the horrible merger."

The business columns of the newspapers have been full of news of "horrible mergers." Merger and consolidation have been two of the most used words in business.

A bank official not long ago said that business was suffering from the executive who was waiting for a good fairy called "merger" to come along and consolidate his business with some of its rivals and leave him with a fortune in his pocket and a noble salary as a vice president of the combination.

A leader of American business talking of a recent great combination tells this story:

"I met not long ago one of those men who had sold

his business to a new company and had been retained in a high-salaried post.

"I asked him how he felt about his new job and he answered 'Great. The burden has been lifted from my shoulders.'

"Can a man with that state of mind be really valuable to a new company with thousands of questions to solve? He can't look at his new job in the same way he looked at his old one when the business was his, when its success or failure was his success or failure.

"There's one of the great tasks which face some of these new companies—not merely to get the right sort of new men but to get the best out of the old men."

### Red Tape in Business



BUSINESS is often contemptuous of government.

"Government," says business, "is tangled in red tape and routine. It can't go straight to the heart of

things. It can't let the individual use his judgment."

A true charge, no doubt, but can't the same charge be brought against business, particularly "big" business?

Not long ago a new man was called to the leadership of a great business. He found it tied up with system and routine. He found himself asked for decisions that it seemed to him should be made by others. Finally he said to one of the important men in the company:

"Why do you ask me that? Why don't you use your own judgment and go ahead? That is why you're here."

The man replied:

"Thank you. Do you know that's the first time in the years that I've been with this company that I've ever had any real authority?"

There's a danger in bigness, a danger in substituting method and system and routine for individual thinking.

### The Real Cent's Worth



A CENT will not buy much in these days of high costs! A post card and its stamp for grownups or the luxuries of the slot machines for children. But to find what a cent

will really do, turn to our transportation agencies on land and sea. Railroad rate experts tell us that 1.09 cents is the average rate per ton mile charged for the transportation of merchandise on all the railroads of the United States. The copper cent moves a ton of coal nearly a mile on a railroad. What's the price of getting it across the sidewalk into the cellar?

But the cent can perform greater miracles in transportation than this.

From Culbertson, Nebraska, a ton of grain may be shipped 1,306 miles to Norfolk at an average rate of \$10.94 per ton. At this rate a cent will pay for a mile and a fifth of the haul. At Norfolk the grain may be dumped into the hold of a ship bound for Hamburg, and be carried 6,191 miles across the ocean, at the rate of \$4 per ton. And here the cent will carry a ton of wheat 15½ miles!

Suppose the wheat is shipped from Hiawatha, Kansas, 1,376 miles from Norfolk, at a rate of \$8.90 per ton. At this rate a cent will pay for a little more than one and one-half miles of the rail transport. At Norfolk it will perhaps be loaded on a ship bound for Genoa, 4,862 miles away. The rate to Genoa is \$2.50 per ton, and in



this case a cent will pay for the transport of a ton nearly  $19\frac{1}{2}$  miles. If it is flour that is to be transported, it will cost \$4.45 to get a ton across to Liverpool, and one cent will carry it  $8\frac{1}{3}$  miles. High-grade steel goes for the payment of \$14.56 per ton, and the well-worked copper will carry it for a little more than  $2\frac{1}{2}$  miles of the sea journey.

A boxed automobile of an average weight of 4,500 pounds shipped from Detroit will cost for the rail carriage of 690 miles to New York \$18.15 per ton, at which rate the penny will pay for about .38 mile. At New York the automobile will be put aboard ship and carried 11,298 statute miles to Australia at \$12 per ton, at which rate a pen'orth's haul will be approximately 9 2-5 miles.

For a real cent's worth don't buy chewing gum, buy transportation by sea.

### Cutting Down Overhead?



"B U Y from the maker and save the mid-

dleman's profits," is one of the oldest battle cries of business, and when the manufacturer is also the wholesaler and the retailer, there will always be argument as to whether the saving is real or only apparent.

But when the vendor is just a plain liar and has no factory, although his letterheads show views of "Inspection Department," "Sewing Department," and "Laundry Department," one welcomes the Federal Trade Commission's order to him to reform his ways.

Perhaps the most extraordinary instance of the use of this argument was one little shop in Boston years ago. Across its front was a large sign:

BUY FROM US! WE HAVE NO OVERHEAD!

### Wanted: More Backbone



A MANUFACTURER who felt that the modern mass merchandiser is putting unwarrantable burdens on the producers has a remedy. Here's his cure:

Every member was born with a backbone, and it does not seem possible that any one of our members had let his backbone grow so flabby from lack of exercise that he would let a dealer compel him to sign a contract so manifestly unfair in the liability clause.

I have noticed signs of weak backbones in our association several times in the past, and it might be a good idea to introduce some "setting-up exercises" at our meetings just to stimulate our vertebrae.

Possibly there are some individuals among our members, and certainly some among the dealers, that have mistaken that bulge



Her new dancing partner arouses the jealousy of old beaux

in their front belt line for backbone. Most of us know that it is just plain "guts," an organ that may get a fellow by part of the time, but not dependable when there are any backbones in evidence.

Now let me prescribe for this new pain you have sprung on us:

Take an ounce of Common Sense Bone Liniment and rub into back thoroughly. Repeat the dose until timid sufferer can stand up straight and look him, of the bulging belt, in the eye and say out loud, "Nothing doing." He is then out of danger himself and is no further menace to his fellow members.

### Owners of Newspapers



THE information that the International Paper and Power Company held substantial interests in a number of newspapers aroused not merely public comment but public indignation. The Senate called for fuller information and there were loud cries of "There Ought to be a Law."

It is not hard to understand the feeling of the public. They argued that a newspaper whose owners sell other things than news must sell the commodity of news with a bias in favor of their other interests. That's the logic which leads most of us to be disturbed by the thought that newspapers shall be owned all or in part by men engaged in other enterprises.

Why? Every newspaper is engaged not merely in selling current information but in presenting the opinions of its owners and in offering advertising space to other



men who wish to present their news and views. If a newspaper is owned by another business its news may not—should not if its owners are wise—be colored by the views of those who own it. As for its opinions they naturally reflect the opinions of its owners.

Another question. Where shall we draw the line against the entry of one industry into another line of business? We do not say “no” to the manufacturer of shoes who wishes to retail his shoes, nor to the manufacturer of shoes who wishes to make handbags, and if handbags lead him to trunks and trunks to furniture who shall say to him “nay”?

The public is concerned with the individuals, the interests and the industries which own its newspapers or have a voice in their conduct, but shall it say to this industry or to that: “You must not go into merchandising news and spreading opinions and selling advertising space; that is a business which must be reserved to those who do nothing else.”

The answer to this whole much discussed question lies in another direction, in the education of the buyer. If any individual or group of individuals decide to widen their business and go into publishing, why not let them? Then let you and your neighbor who buy those publications learn to read them intelligently, to judge the worthwhileness of their news, the honesty of their opinions and the use of their advertising pages.

### Legislative Competition



THE New York State-Wide Economic Congress met the other day and heard business men disagree with economists as to whether the state had gone too far in shortening

hours of work and raising wages.

Henry K. Smith, president of the Art Metal Construction Company, gave some figures of his company's factories in New York and Illinois. Taxes in the latter state were less than one-half what they were in New York while in New York compensation insurance cost twice what it did in Illinois. Edward Miner, president of the Pfaunder Company of Rochester, said that the tax rate in a New York factory was \$10 per \$1,000 higher than in Ohio.

Both speakers thought that there was a danger of driving industry out of the state and complained not of the things that had been done in New York but of the inequality that had resulted.

In the present struggle between communities for industries, there is a possibility that a dangerous use may be made of legislation as to hours and conditions of work to attract business from one state to another.

### From Pacific Germany



THE Government repeatedly expresses its willingness to be of help to American business. It establishes bureaus, commissions and departments that the farmer, the merchant and the manufacturer may be told how to make

and sell his goods.

But it sadly lacked diplomacy when it put on a letter which this magazine sent to a business man in Germany this cancellation mark:

“LET'S GO! CITIZENS MILITARY TRAINING CAMP.”

Our German friend wrote back:

The envelope was stamped with an official cancellation which did not make a pleasant impression on us here.

A summons to visit military training camps sounds very much out of place in the present age of “disarmament”—happy will be the man who believes it. Least of all does one expect such a thing from America whose representatives and press are known to drip with love of peace and can never do enough for the propagation of the idea of peace—at least for Europe.

So no one is playing the game fairly anywhere in the world.

See to it that this stupid cancellation mark disappears from your country, for it certainly does not serve to raise the estimation of your Post Office Department. It is rather calculated to arouse a mocking smile on the part of peaceful men over theory and practice in the political life of peoples.

Perhaps it would comfort our German friend to know that hardly forty thousand youngsters from our population of 120 million attend these vacation camps.

### Divided Responsibility



ONE need not go far back to recall the day when a consumer thought only in terms of the retailer when he bought goods. He came home from the stores with oatmeal, shoes,

a hammer and a box of candy and never knew the maker's name of one of them.

If the shoes wore well and the candy was fresh the retailer got the credit; if the shoes wore out and the candy was stale the retailer was blamed.

Now in very much of our buying we divide allegiance. Smith's candy and Jones' shoes are Smith's candy and Jones' shoes whether we buy them in a specialty shop, a chain store or a department store. There's a divided confidence and a divided responsibility. But the allegiance is more welcome than the responsibility. If Jones' shoes give the buyer corns or Smith's candy makes him sick, neither the retailer nor the manufacturer meets the situation with pleasure.

Business has been saying of late years that it is so regulating its conduct that the rule of “let the buyer beware” need no longer hold; that men who made and men who sold were standing back of their goods. But when one man makes and another sells there is always the question: “To whom shall the buyer look?”

The toy manufacturers would like an answer to this question. They say that a new problem in their business is the insistence of the retailer, particularly the mass retailer, that the manufacturer take all the responsibility even when there is no defect in the product. They point in proof to this clause in a purchase contract by one of our largest chain stores:

“You also agree to protect said — Company against any loss . . . resulting from injury . . . by reason of the use or handling of any of your products.”

The manufacturer is inclined to think that the retailer is driving a hard bargain. The great chains, the mail order houses and other mass merchandisers are putting new things into buying as well as into selling and the way of the manufacturer who deals with them is beset with new problems.

### The Makings of a Professor



THE expert has been defined as “a man who knows more and more about less and less.”

But it remained for a visiting professor of economics—or sociology—to carry the definition still further.

“Yes,” he said, “that's right, and when a man knows everything about nothing, he's a professor of economics and when he knows nothing about everything he's a professor of sociology.”





KEYSTONE  
VIEW

How will the farmer sell his wheat if the Farm Bill passes?

# How Will the Farm Bill Work?

By Edwy B. Reid

**Y**OUNG Henry slipped his lighter back in his pocket, inhaled contentedly on the cigaret that followed his first home-cooked dinner since the Christmas holidays, and watched his father tamp tobacco into his pipe. That pleasant chore accomplished and the pipe painstakingly lighted, the older man relaxed into his favorite chair and blew a lazy cloud at the ceiling.

"That's a right pretty paper," he said pointing his pipe at Henry's Agricultural College diploma that lay stiffly rolled on the table. "I expect to get a lot of use out of it, starting now. I heard a congressman say the other day—"

He pulled a wad of papers from his pocket and thumbed through them.

"Here it is." He squirmed in his chair to get better light on the paper. "He said

the House Farm Relief Bill this session gives the Federal Farm Board, which it creates, broad powers. He said this Board will be given charge of a revolving fund of 500 million dollars; it will start or stop stabilization corporations, lend the farmers' cooperative marketing associations money on agricultural commodities and on marketing facilities; farmers' organizations can borrow money to spend in getting more members; the Board is going to insure against a price decline, encourage the organization of clearing houses, report on world markets, and do other things."

He sighted at young Henry over the rims of his spectacles.

"Now what does that mean?"

"About what it says, I suppose."

"I didn't send you to college four years to have you tell me that. I want to know

what this bill means to me. What are the broad powers of this Farm Board? What's a clearing house association? What does this revolving fund revolve around? I'll have a wheat crop to sell in the Fall. How do I go about it if Hoover signs this bill?"

Young Henry stretched his long legs and knocked ashes on the rug.

"You sell it to a cooperative."

"I do that now."

"O. K. But, under this bill, the cooperative will pay you full market price. This cooperative can't lose money because it can take out government insurance. If the price falls after you deliver your crop, neither you nor the cooperative needs to worry. That government insurance is one of the broad powers of the Farm Board. Another is its right to refuse loans to farmers' organizations if they force



prices too high. The clearing house association is just an amplification of what the Department of Agriculture is already doing in reporting on the movement of crops—particularly perishable crops—and aiding in avoiding markets that are already crowded. There you are."

His father waved the paper.

"If that's all there is to it, what do all these other words mean?"

"That isn't all there is to it," Henry said slowly. "In fact that's rather less than half of it."

"Let's hear about the other half."

"Well, your cooperative joins the seven other wheat cooperatives in forming a stabilization corporation to handle the surplus wheat. This country uses about 600 million bushels of wheat a year and we export 200 million bushels. That export wheat is the surplus. All right, you sell your wheat to the cooperatives. They put part of it on the market and sell part of it to the stabilization corporation, which, by the way, can buy wheat from farmers outside the cooperative if it wants to."

"Where does the stabilization corporation get the money to buy it?"

"From the Government—part of that \$500,000,000 you read about. This corporation, then, takes care of the surplus—supply and demand are balanced and prices stabilized. *Quod erat demonstrandum.*"

"Yeah?" said his father incredulously. "Well, now, what does the stabilization corporation do with all this wheat? Eat it?"

"No. It sells it."

"Then it seems to me that all this plan does is iron out the dip in prices that comes right after the harvest. What happens to the market? Suppose you were in the grain business what could you do about the market when the officers of a stabilization corporation could decide overnight to sell or hold? Are they going to tell the world what they intend to do?"

### When Insurance Is Costly

"WHEN did you get to feeling so sorry for the grain dealers? You get the full price for your wheat and the cooperative can't lose because the Government insures it against a fall in prices. You're safe."

"That insurance will cost the Government plenty, too," mused his father. "Some big insurance companies have tried to insure the prices farmers get for their crops and all of them quit because it was

so unprofitable. It will be just dumb luck if the Government accumulates enough from its insurance premiums to pay the claims for losses. Besides, who is going to say when the cooperatives should sell, the cooperatives themselves, the head of the government insurance company, the stabilization corporation managers or the Federal Farm Board? Plenty of room there for buck-passing.

"And these stabilization corporations

earned.' Any profit it makes accumulates as a surplus and the interest our cooperative pays to the corporation goes to the Federal Treasury. So the money isn't costing the Government anything."

"You talk about the stabilization corporation making profits," his father took him up. "I don't see how it can." He fished a stub of a pencil from his pocket and began to scrawl on the back of an envelope. "You say we use 600 million bushels of wheat in this country and export 200 million bushels. We will say we use about the same amount for seed, feed and carry-over so we won't worry about that. Suppose the cooperatives try to handle the 600 million bushels that stay in this country and the corporation agrees to handle the 200 million that goes abroad.

### It Loses Money

"THE stabilization corporation wants to advance the price so it announces it will buy at increasing prices, and the cooperatives feed the wheat to the mills slowly during the Fall. The stabilization corporation buys 50 million bushels at \$1. Later it buys 50 million more at \$1.10, then 50 million at \$1.20 and another 50 million at \$1.30."

He figured hastily on the envelope.

"Now disregarding interest and carrying charges it has invested in 200 million bushels at an average of \$1.15 a bushel.

"That's the wheat we ordinarily export but it isn't enough to affect the world market very much—is it?"

"No."

"With this surplus off the market the price of wheat in this country probably would rise above the world price

and the tariff protects the home wheat market so we would likely get a higher price for the 600 million bushels we sell at home.

"But what about the 200 million bushels the stabilization corporation bought at \$1.15 and that we have to sell abroad. If the world market is \$1 the stabilization corporation loses 15 cents a bushel or 30 million dollars—it might lose more in operation. It may have raised the price in this country 15 cents a bushel or so but such an advance is not really satisfactory. It's too much like price-fixing and farmers hate the idea of that or a subsidy.

"Even if they liked it, the tariff on wheat is 42 cents a bushel and that is what they would expect rather than 15

(Continued on page 172)

### IS THE Government virtually going into the business of merchandising farm products when—

1. It insures the farmers' cooperative marketing associations, with no capital stock, that the products delivered to them by their members will not decline? Is this very far from guaranteeing a minimum price?

2. It encourages cooperative associations to form nominal-stock stabilization corporations and lends them the "working capital"?

3. It assures the cooperatives owning and operating such stabilization corporations that they cannot be assessed for losses incident to operating them?

4. The Federal Farm Board specifies the charters and by-laws of the holding or stabilization corporations?

5. The Federal Farm Board has the power to declare prices of farm products being held by farmers' cooperative marketing associations or stabilization corporations too high?

6. It undertakes to guide the establishment of clearing house associations?

7. It will refuse loans when such agreements are likely to increase substantially the production of any commodity of which surplus is commonly produced?

are going to cost something, too. It looks to me as if the public was going to have to pay more for its groceries and then tax itself 500 million dollars for the privilege. How will the public like that?"

"You make that sound pretty bad," Henry agreed, "but you can't raise the price unless somebody pays the difference. And the farmer will spend this money and keep the city people employed, probably at higher wages."

"Everybody takes in everybody else's washing," his father commented.

"Steady," said Henry. "The bill also says something like this, 'If a loss is sustained by any stabilization corporation, which exceeds its capital and reserves previously accumulated, such loss shall be repaid out of the profits subsequently



**WRITE** for a living—articles, advertising, speeches and, quite often, publicity. My publicity writing has covered a wide range, local, national and international. It has varied from an obituary ode to a Ryneer, Ind., horse doctor to speeches for various nationally known men. As a member of the War Loan Staff of the United States Treasury, I handled the national newspaper publicity for the last four Liberty Loan campaigns. My present clients include a \$6,000,000,000 industry, a multimillionaire controlling 50 businesses and other groups and individuals.

Personally I have never found any reason to blush for the publicity profession as I and many others practice it. My acquaintance includes writers, editors, publishers, public officials and prominent persons throughout the world. All of them know that part of my work is publicity. I am not ashamed that they know it, and many of them have told me that my kind of publicity work has helped them.

All this is set down merely to qualify myself to write this frank and maybe brutally truthful article about publicity.

Few professions are in worse order at the present time. Yet there is no reason why this situation cannot be cleared up. Publicity can be made just as clean as the bar or the pulpit. A better understanding of what it is all about and more honesty and adherence to truth among publicity men and their employers are needed.

That the publicity profession contains shysters there is no doubt. That plenty of em-



# Publicity

By Labert St. Clair

Director of Advertising of the  
American Electric Railway Association

DECORATION  
BY CHARLES DUNN

ployers of these persons are condoning questionable practices also is true. Charity suggests that employers do this through ignorance.

But because of the presence of crooked people in the business should it be damned as an entirety? No more than the clergy as a whole should be held responsible for the missteps of the wayward brother of the cloth.

The hindrances to better and cleaner publicity are easily named.

They include:

The shyster who pretends he has great influence with press associations, newspapers, and magazines, and for a fat fee can get anything published or kept out at will.

The incompetent who does business on a volume basis, mailing tons of sloppily written drivel direct to publications in the hope that some of it will land.

The competent man who is so afraid of his boss that he "yesses" him into blunders that make the organization or individual ridiculous.

The employer without knowledge of publicity who is willing to resort to anything to get his firm's name in print so long as it costs nothing.

The advertising agency that insists on a certain amount of free reading notice with each piece of paid copy.

Publishers who "puff" publications of all kinds who by their methods lead the uninformed to believe that space in the news or editorial columns of reputable papers may be bought outright or obtained through the aid of one of the influence boys.

Shooting seems too good for



these influence boys. In some quarters familiar with their tactics they are regarded as whimsical fellows who should arouse nothing more than smiles, but there is no humor in any man selling his idea that editors are so crooked or so gullible as to be swayed by an influencer.

There is no publicity man in the United States who can generally do more than get the truth published by any of the leading press associations or any large number of newspapers of standing. It may seem ridiculous that anyone would claim ability to put something over in any large number of publications because of personal pull. Yet so-called "influential service" is being sold on this basis at big prices every day, particularly in New York and Washington.

All any publicity man can do is analyze a situation until he has found the news, put it together in an intelligent, attractive form and then present it, on its news merits, for publication. If it contains news, it will get by. Likewise, if it contains news, it would have gotten by if presented by an office boy.

Influence means little or nothing. Truth and interesting presentation mean much. It is true that a reputation for truth and square dealing is a great help to a man presenting publicity material. But such a reputation seldom belongs to a man who says outright, or insinuates, that he has influence of a questionable character.

Editorial space in only a few publications in the United States can be bought outright. A good rule to remember is that any publication in which it can be bought is not worth having.

The way to win in the publicity field, as in any other, is to approach it openly and honestly. Yet, strangely, this winning strategy too seldom is followed. Many publicity seekers seem determined to accomplish their ends by devious, mysterious and tricky methods. Possibly it makes them feel clever. It does not make them appear sound.

### Publicity Must Be News

THE MAN who gets on in publicity is the one who selects a press representative of unquestioned standing and then puts his proposition up to him in some such manner as this:

"I want to get publicity for my organization. I believe we have a good story to tell and I want to tell it in every legitimate way. Some of it should be told through paid advertising. Some should be handled through booklets and direct mail. However, I also think that we have some news. Editors, I think, would be glad to receive it from us if it were put up in the proper form, and I know we would be glad to have it printed.

"I want you to take charge of the work of telling our story to the world. I have employed you because I think you know the publicity business, which, I frankly do not. I have brought you in here to

diagnose our problem and tell us the truth about it. Our attitude toward you is the same as it would be toward a physician invited in to make a physical examination of our president.

"We expect you to deal honestly with us, the public and the editors. If you feel after you have made a complete investigation that we do not have a story to tell, we want you to tell us just that. We feel that it would be a mistake for us to try to get publicity if our story does not have news value. We do not want news invented, nor stories bolstered up to make them readable, nor do we want you to go, hat in hand, begging for space. What we should appreciate is your finding stories of news value in our organization which editors will like and which their readers will like to read and then get them printed.

### For Improved Public Relations

"OUR primary purpose in employing you is to enhance our standing with the public. Your value to us will be calculated on our improved public relations rather than the inches of printed matter you get into publications. It will be interesting, of course, to see what, if anything, is printed about us, but it will be equally interesting to know if we have nothing to print and should maintain silence.

"At no time during your connection with us will you be asked to do anything of which you will be ashamed. We want honest publicity gotten in an honest way."

Under such an understanding, there is not an honest publicity man in the United States who would not bust a gallus to please and profit such a boss.

The first thing the proper kind of a publicity man does is satisfy himself that there is nothing questionable in the past of the organization which has not been cleared up. This is important. A publicity campaign revives old stories and rumors remarkably. The man who thinks he is going to cover up rotten places in his business apple with a coat of publicity new-skin has much to learn. The one and only way to enter on publicity is clean.

Satisfied that the background is bullet-proof, the publicity man will inform himself fully about the thing he is going to exploit. Suppose it is an axle grease plant, and the publicity man finds nothing of interest. Having protected himself fully so far as his fee was concerned, he should go to his employer and say:

"So far as I can see, you are just an axle grease maker and your grease is just grease. I find nothing around your plant that is particularly interesting. For that reason, you are not ready for publicity. If you can make an outstanding improvement in grease, cause a personality who would attract attention to become acquainted with your plant, or do something else legitimate that would make

your business stand out, then maybe something can be done for you. Otherwise, forget publicity."

However, if in his rounds of the plant, perhaps in talking with a chemist, the publicity man should discover something with real news value the situation would be different. Suppose white axle grease is being developed, or, by a new process, a grease has been found which would retain the same consistency in any weather.

Then he would go to his employer and tell him that he has news of interest to give out. He would get together his facts in question-proof form, possibly prepare some photographs, and then offer them to publications which he felt reasonably sure would be interested. He would not broadcast the story and pictures to all daily newspapers in the United States, nor the greatest periodicals. He would confine it to the publications interested. If he had only a trade paper story, he would offer it to one or more of them. If he had a local newspaper story, he would keep it local. If he had a story of national interest, he would offer it to a national press association, or a syndicate. Thus he would save time, money and disappointment.

The story described, of course, is not a great one, though one can conceive of it having a scientific interest that would go far. Science stories are becoming more interesting every day. Press associations have departments devoted exclusively to science stories.

The publicity man would, under no circumstances, try to convince the editor that a great humanitarian purpose would be served by publishing the axle grease story nor that there might be advertising in it for his paper. He would talk just news value and nothing else. For that is all on earth that any editor, be he of press association, newspaper or magazine, is interested in. Their eternal question about every story regardless of its source, is, "Is it true and interesting?"

### Put Self in Editor's Place

AN outstanding publicity man recently said to me:

"When I prepare a piece of publicity, I try to shift my personality and become a desk man for a large press association or a newspaper and then judge my output from that standpoint. If the story does not pass muster, it goes into a wastebasket. Sending out weak copy not only is a waste of production money, but it also gives a publicity man a poor standing with news editors."

This man undoubtedly is right. The answer to this test is that his business, over a short period, has exceptional profits. Part of the explanation is that he was a good reporter and editor before he became a good publicity man.

This might be a good place to mention  
(Continued on page 91)





The Havana terminal of the Pan American Airways, Inc.

# The Airplane Frees a Continent

Wings are solving South America's transportation difficulties

By JOHN W. JACKSON

**L**ATIN AMERICA is flying to the front. Across the broad Amazon Valley, over the jagged, branching Andes, above jungles never penetrated by white men, the airplane is weaving a network of travel and communication, bringing together peoples and ideas long separated because the natural difficulties of the country confounded all modern means of transportation.

Through Andean passes and primitive jungle trails, pack trains have toiled with mail and merchandise. Important centers have been 18 to 30 days apart. Building of railroads and highways has been so costly and so tedious that little advancement has been possible in that line.

But now airplanes, soaring above these natural barriers, roaring along established routes, maintaining established schedules from Mexico to Argentina, reduce to hours the journey that once took days and link South American countries not only with each other but with the world.

American aviation companies are playing a vital part in this development, competing with French and German lines for the mastery of those high cloud miles

along which this forward-looking continent is riding to commercial importance. But aviation is not the only industry affected.

The United States has nearly \$5 invested south of the Rio Grande for every \$4 invested in Europe. There are ten U. S. dollars in South America today where there was one in 1912. The total investment is more than five and one-half billion dollars. Anything affecting the commercial development in Latin America is of the most direct concern to United States business men.

Not only does the airplane increase the value of investments in these countries by expediting the mails and carrying merchandise to market, but it constantly increases prosperity by bringing new wealth



J. T. Trippe  
President, Pan American Airways

to the nations it serves. The value of the aeronautical equipment itself reaches a worth-while figure and air travelers bring a larger purchasing power, per individual, to a country than any other type of passenger. They are the men whose time is valuable and who can afford the higher transportation costs. Thus prosperity and aviation are mutually beneficial. Greater prosperity means more aviation and more aviation in turn

means greater prosperity.

Colombia has demonstrated this fact. Here in 1920, the Sociedad Colombo Alemana de Transportes Aeros established the oldest airline now operating on schedule in Latin America. This company, called "Scadta" as a great saving of time





South America is skipping the railroad era in transportation and, as this map shows, is making rapid strides in development of airways



and space, was formed by Germans and is still operating in Colombia, where it has repeatedly extended its lines.

### Scadta Expands

TODAY Scadta maintains daily service between Barranquilla and Giradot, 625 miles; weekly service between Giradot and Neiva, 94 miles; weekly between Barranquilla and Buenaventura, 520 miles; weekly between Buenaventura and Guayaquil, Ecuador, 475 miles, and every other day between Puerto Wilches and Bucaramanga, 60 miles. It also operates a line between Barranquilla and Cristobal, Canal Zone. This line puts the Panama Canal area in close contact with air lines connecting for points as far south as Santiago, Chile.

Although Scadta has been surpassed by Pan American Airways and its subsidiaries in the matter of investment and services rendered, it is still one of the largest aviation companies in Latin America with a capitalization of more than \$400,000 and a reported investment value of about \$700,000.

Another German firm, the Aero Lloyd Boliviano, is bringing Bolivia out of its Andean fastness and introducing its people and products to the world. The Aero Lloyd began probably unexpectedly but with some ceremony at the centennial of Bolivian Independence in September, 1926, when the German colony at La Paz presented a German machine to the Government.

La Paz has a railroad, a marvel of engineering dexterity that wriggles by cog-wheels up peaks 15,000 feet high before grinding down into the city. The airplane



One of the modern airports that dot South America. This is a terminal at Barranquilla

made such peaks so simple that today the Aero Lloyd, with German personnel, operates successfully over lines totalling more than 1,600 miles, linking Cochabamba, Santa Cruz, Vallegrande, Todas los Santos, Trinidad, Riberalta, Yacuibá and Puerto Suarez.

In southern Brazil the Kondor Syndikat, also operated by Germans, flies 900 miles of airways to unite Rio de Janeiro, Santos, Paranagua, Sao Francisco, Florianopolis, Rio Grande do Sul, Pelotas and Porto Alegre. The Uruguayan and Argentine Governments are expected to permit extension of these lines to Buenos Aires.

The Kondor group is also looking ambitiously toward the coast of Africa with trans-Atlantic service in mind. The plan is to link the company with the Luft Hansa, the combination of commercial

airlines in Germany. Two huge flying boats have been ordered to inaugurate a trans-Atlantic service to Pernambuco and Buenos Aires. Freight and mail service may be started this Fall and passenger service is promised within another year.

It is not likely the Germans will have this field to themselves. The French are speeding plans to make an all-air route linking Buenos Aires and Paris via important Uruguayan and Brazilian cities. The Latin American end of this line would be handled by the Latecoere Company which, aided by substantial subsidies from the French Government, has been making approximately one flight a week between Buenos Aires and Natal, Brazil, since December, 1927, and has permission to extend its service over the mountains to Chile.

From Natal, the mail is taken by plane to an island where fast ocean vessels wait to speed it to Dakar, French West Africa. Here planes pick it up and carry it to Toulouse, France, and thence to Paris. The trip now takes 12 days but by replacing the boats with seaplanes can be cut to five.

### Ocean Mail Planes Planned

Although the United States has no hand in these spectacular trans-Atlantic projects, this country, in a persistent though less flamboyant fashion, is leading in the establishment of Latin American airways. United States aviation enterprises in this area are really the most aggressive ones.

They have established satisfactory relations with the various governments and have a larger invested capital than their



The Pan American Airways airport in Miami is as complete as the terminal for any other kind of transportation. From here air travelers leave for Cuba and San Juan



foreign competitors. The Pan American Airways, Inc., including subsidiaries, for instance, has a reported stock value of \$40,000,000. The company is reported to be capitalized for \$10,000,000 and has issued stock to about half that amount. It has no bonds outstanding. Though young, the company has a fleet of some 70 airplanes, most of them carrying capacity loads over a far-flung web of sky miles.

It started service in October, 1927, when the Key West-Havana, Cuba, line was opened and since then, because of public demand, has extended the service to Miami. It now makes two to four round trips a day between these cities and has extended this line to San Juan, Porto Rico, as well as opening another over which it makes three round trips weekly to and from Miami to Nassau, Bahama Islands. It also carries mail from Miami to the Panama Canal Zone, stopping at cities in British Honduras, Honduras, Nicaragua, Costa Rica, and Panama.

In Costa Rica it is performing an unusual service, running two round trips daily between San Jose and Port Limon, a 55-mile stretch. This service was begun when a washout halted railway communication between the two cities and has proved so popular and it probably will continue after the railway renews operation. Across the Isthmus of Panama, along a route which skirts the Canal, this company is also operating a daily passenger service between Cristobal, on the Atlantic, and Panama City, on the Pacific.

Competing with other forms of transportation and bidding for custom from persons used to luxury, the Pan American Airways has seen the wisdom of offering comfort as well as speed. It has built a

magnificent terminal in Miami, with customs officers, health inspectors, immigration inspectors and all the service that travellers expect when using other means of transportation.

Both on the Miami-Havana and the Havana-San Juan routes it uses tri-motored planes carrying 12 to 14 passengers. The latter trip takes 30 hours including a 12-hour overnight stop at Santiago, Cuba. The distance is about 1,450 miles and the best previous time through the islands was five days and the trip often took as long as 30 days. Over the Pan American Airways 11 principal railroads have extended their services to Central and South America, offering through accommodations to travelers from any city in the United States direct to any city on the international air lines.

### Will Fly to Chile

IN ADDITION to the lines it operates directly, the Pan American Airways, with an affiliated company, the Pan American Grace Airways, has been granted a contract to carry mail from the Canal Zone to Santiago, Chile, and through the Peruvian Airways Corporation, another subsidiary, is making a round trip each week between Lima and Mollendo, Peru, and Lima and Guayaquil, Ecuador.

Another subsidiary of the Pan American Airways, Inc., known as the Mexican Aviation Company, organized under the laws of Mexico, is one of several aerial concerns that is developing a complete aerial system in Mexico, where, despite uncertain political conditions, present and proposed routes will soon cover every important region. Mexico offers an example

of aerial progress. It is estimated that in 1928 planes flew 620,000 miles over 2,633 miles of routes with 97 to 99 per cent efficiency and no loss of life. The Mexican Aviation Company has the three principal mail contracts of the Mexican Government and a United States contract to carry mail from Brownsville, Texas, to Mexico City; it connects the latter point with Tampico, Mexico.

It operates a service from Vera Cruz to Merida, meeting a need for adequate transportation over a difficult terrain. It has a potential competitor in the Maddux Airlines which plans to operate through Western Mexico from Tia Juana to the Guatemala border.

Over all these lines traffic has been so consistently good that Pan American Airways is making ambitious plans to further expansion. The company plans to operate from the Canal Zone along the north coast of Colombia and Venezuela, serving all important cities en route and to extend this service around to the Guianas and from there all the way to Buenos Aires.

Such a route will give the Guianas and Venezuela their first air service and will provide a through air route from Panama to Buenos Aires.

On May 17 Pan American Grace Airways inaugurated the first regular air transport service from Mollendo, Peru, via Ecuador and Colombia, to the Canal Zone. Linking here with the Pan American Airways through Central America, the opening of this route provides a direct air-transport service from the Chilean border to Miami, Fla. Mail time between these North and South American

(Continued on page 186)



This growing network of airlines in Central America is proving a stimulus to good roads as feeders for aviation lines and is speeding other industries



# What Your Men Mean to You

By Fred W. Shibley

Vice President, Bankers Trust Company, New York

ILLUSTRATIONS BY SYDNEY E. FLETCHER

**MACHINES** and system have become vastly important to modern business organizations, so important that in many instances they have overshadowed a more vital component—trained and efficient man power.

Training the individual and inspiring him to develop his potentialities is the first concern of a successful business

**A** SHORT time ago two men were discussing the remarkable progress that had been made by a large corporation of which they were directors. "What induced you to make so large an initial investment in the stock of this company?" one man inquired of the other.

"Well, in the first place," was the reply, "I have a policy relating to my personal investments that I have adhered to strictly all my business life. I invest primarily in the men who control a corporation and not in the corporation itself. For example, the president of our company and I were classmates. I saw early in our acquaintance that he possessed the engineering type of mind. A thing had to be proven through demonstration before he believed in it. He never formed snap judgments but even as a young man was austere in his mode of thinking. He possessed a large mental fund of common sense. Just as today he plans on the basis of facts ascertained through research and analysis and forecasts the probable resulting profits before investing in properties or making addition to plants, so he planned and forecast in his youth.

"One day we were having lunch together. He told me he had just been elected president of this company of ours. I had not even heard of it as I remember. 'It is up to its neck in debt to the banks,' he told me, 'but I have gone over the property in detail. It possesses great potentialities and I believe I can reestablish it on a successful basis.'

"Buy me five thousand shares of the stock," I told him.

"He looked at me and smiled. 'Wait 'til I see a little further ahead,' he said.

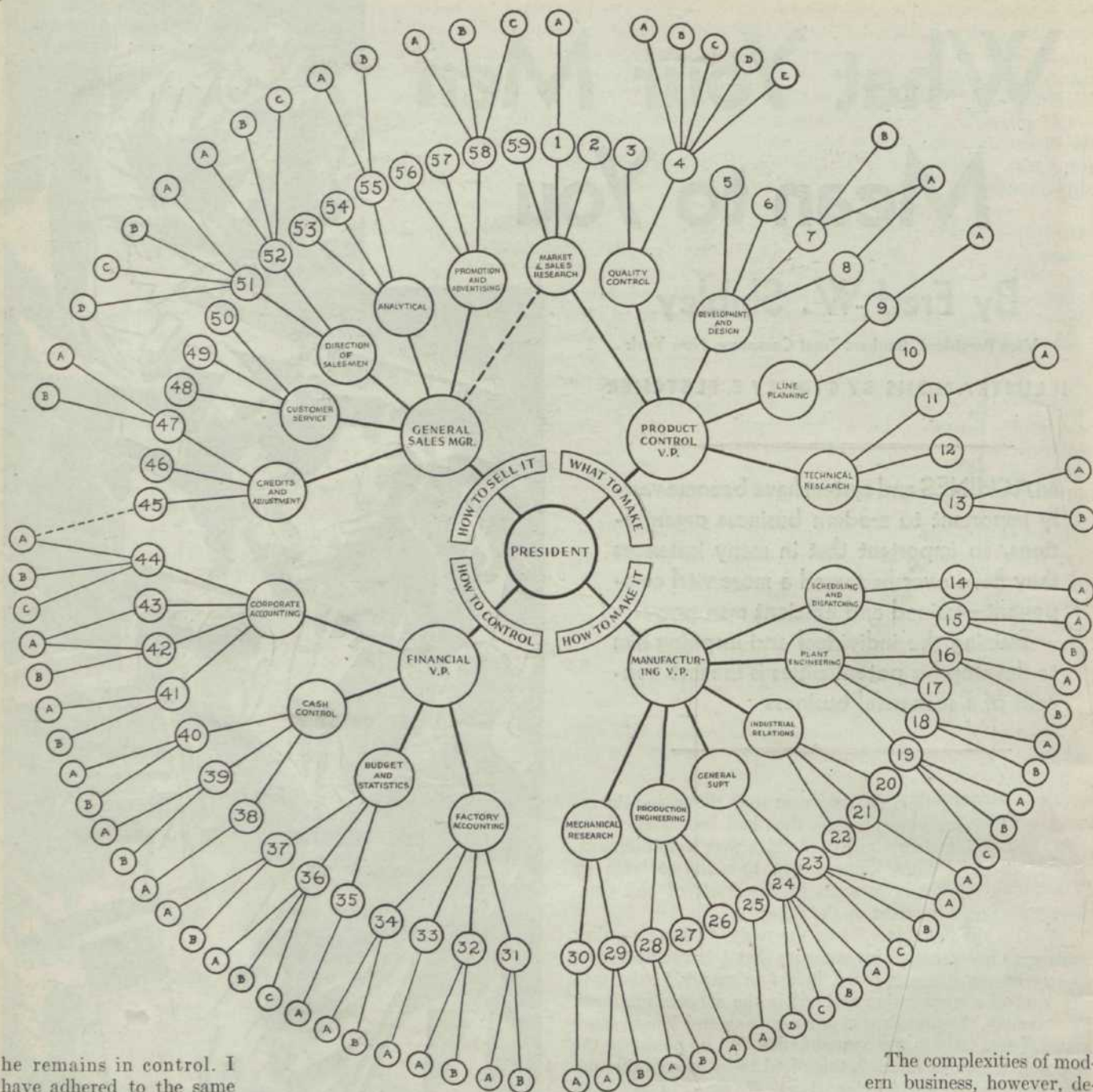
"No," I replied, 'pick up the stock for me as soon as possible. It will never be cheaper than it is today.'

"And, do you know," he continued, "it never has been. I got the first 5,000 shares of my present holdings at the very bottom. I knew my man. I cared nothing about the corporation or its debts. If he said he could pull it out I was certain he would do it. I shall never sell a share of my stock while



When the education and training of an organization's personnel has been accomplished all the wonderful collaterals of scientific administration will come





How responsibility is delegated in the modern business organization

**EACH** of the circles in this chart represents a key man in the organization, a man who is responsible for the performance of his allotted task within the limits of the corporate budget

he remains in control. I have adhered to the same policy in every industrial investment I have made."

This typical story could be told of many other industrial leaders by a multitude of shrewd investors.

If the man at the top is right he will in time select, educate and train an organization of key men who will be efficient, whose minds will be coordinated with his mind and who will become brilliant in the reflected light of his brilliance, who

will think in terms of business ethics as he thinks and in time learn how to exercise authority as wisely as he exercises it.

But such great natural executives are rare. One in a thousand is not understating the fact.

It is not reasonable to expect to find at the present time a better than the

average educated and trained chief executive at the head of the average American industry or to expect him to possess a comprehensive understanding of the principles of scientific administration or to admit their value until experience—perhaps a bitter experience—has revealed their importance to him.

The complexities of modern business, however, demand a high grade of ability in administrative executives, divisional and department heads and all other men in key positions. The grade of the average man, therefore, must be stepped up from medium to high.

It will prove decidedly interesting and a matter of considerable surprise if the chief of the ordinary large manufacturing or mercantile organization will analyze his key men and di-

vide them into four separate classes, ranked as to ability somewhat as follows:

1. Fit for promotion.
2. Suitable for promotion in time.
3. Fair but lacking the characteristics necessary for senior positions.
4. Unfit for their jobs—to be replaced as quickly as possible.



In a great many instances such an analysis will demonstrate forcibly the need of a sustained and untiring effort to educate and train key men.

Exceptional men are scarce in this world. They are not looking for positions. Nevertheless the services of such men are required and when human raw material of promising quality is discovered it must be refined and processed until it becomes exceptional.

### A Way to Better Business

WHEN business men begin to think a little bit more about educating and training the personnel of their organizations it will be better for business.

Modern methods of scientific administration have prepared the way for correct and constructive thinking in this relation. It may not be unwise, therefore, to go over the ground once again.

It has been well said that "Business is the oldest of the arts and the youngest of the sciences." Man, however, existed before either of them. In his marvelous brain he has digested perceptions and spun from them the arts and the sciences as conceptions of form, color and fact, even as the silkworm in its wonderful body digests mulberry leaves and spins from them silk fibres.

Business in every age has been the expression of man's craftsmanship in the evolution and development of the arts and sciences.

The student of economics, therefore, in his contemplation of systems of business administration and control, will be wise if he considers first the human beings who comprise the working organization of an enterprise to the end that he may determine their fitness for their several tasks and their happiness in the performance of these tasks; for, if success and profits are to ensue, each man and woman must labor skillfully and happily. The accomplishment and the reward must be in harmony.

Every human being has a brain with which to think. He is intelligent and useful as the member of a business organization in the degree that he thinks correctly and constructively, whether he be president or a lone salesman out on the firing line where the competitive battle rages.

Wherever a business enterprise is found operating on an uneconomic basis it may be accepted that incorrect thinking pervades that enterprise, that cooperation and coordination are lacking; that unhappiness and discontent most probably

are rife within it. The train is off the track and the crew worry about it. They realize that they are getting nowhere. The conductor and the engineer either do not know how to get the train back on the rails or lack the power and the proper tools to perform the task. Their subordinates recognize the inefficiency of their leaders, blaming them perhaps unjustly for conditions they were unable to control.

How to restore the business to an economic basis, how to get the train back on the track, how to gain profits, how to make progress, how to reestablish cooperation and coordination, how to revive happiness and the natural desire to get somewhere in the world—these are the pressing and troublesome problems to which answers must be found.

It is easy to see obvious errors in business administration but it is no simple matter to save the life of an unsuccessful industry, restore it to balance and get it running smoothly and profitably for, in addition to bricks and mortar, machinery, raw materials, finished products and markets, there are human beings to be dealt with.

Moreover, it is as important that the men to whom responsibility is delegated shall have confidence in the superior officer who delegates it as that this executive shall have confidence in the men who are

to perform the delegated tasks. Ages ago man learned to distrust his five senses. He refused to believe his eyes told him the truth. He had tried them out on too many occasions and found their decisions faulty. So he created standards, precision instruments to gauge the correct measurement of things.

In these modern days he has devised a priceless precision instrument with its accompanying array of standards to measure the accuracy of his business judgment and to assist him in controlling his industrial operations. To his surprise and to his joy he has discovered that this precision instrument and its satellite standards have enabled him to measure his own personal ability and the fitness of each human being in his organization.

### The Sales Dollar's Services

THIS marvelous tool is called the sales dollar. It originates in a production, merchandising and marketing plan, based on a forecast of sales in units and dollars, that demands such a profit as shall provide a fair return on the invested capital, due consideration being given to economic conditions beyond the control of management in the industry in question.

The precision standards established by this sales dollar are the percentages which each departmental expense bears to the dollar of net sales.

Such a sales dollar, with its accompanying standards, necessarily is arbitrary in its terms.

The forecast of sales, out of which it arises, may not be an attainable objective within the first five years, but nevertheless the profit established by this standard sales dollar is the goal to be attained and the task set is the desired accomplishment.

The time factor must not be overlooked in considering the employment of a system of scientific business administration.

The executive management of an industrial enterprise will not arrive at an intelligent understanding of the system except through years of experience with it; and the management will not be able to install it in successful operation until it has educated and trained its divisional and departmental heads in the application of this system, and until they in turn have educated and



Originally we were lone hunters, fishermen, and herdsmen

(Continued on page 122)





## A Hospital for Iron Horses—By Earl Horter

THE IRON horse, for all his bulk and power, has a constitution almost as delicate as that of his flesh-and-blood namesake. Broken-winded locomotives that have pulled their hearts out on steep mountain grades, stringhalted moguls that have overtaxed their mighty tendons in yanking their tons of freight along, maimed monsters that have fallen victims to the hazards of the road, limp their way into this

ward of the Reading Railroad's "hospital" at Reading, Pa., there to be rejuvenated and sent forth anew in the service of the line. In this "sick bay" (note the absence of "Silence" signs) the big locomotives are completely overhauled. Most of the puffing patients that come here have been built for heavy service, and hard use makes them frequent candidates for the various cures dealt out by the Reading mechanics



# Soviet Contradictions

THE author of this article is close to the Russian situation. His work appears unsigned at his own request and for reasons the editor of this magazine knows to be sufficient. It is printed to help American business men understand Russia in the light of Soviet conditions

**T**HERE has been a noticeable change in the American business man's interest in Russia. The melodramatic period when Trotsky's alleged harem and Zinoviev's similarly alleged nest egg were front-page stuff is at an end as far as the practical business man is concerned.

The important news from Russia now is more likely to be about the opening of a new cotton mill, a sailing of a delegation to purchase American steam shovels, or about a contract with an American engineer to assist in the construction of a hydroelectric plant.

The moral issues are not being entirely ignored. They have merely been put aside for the time being, to be revived, perhaps, when the political relations between the United States and the Soviet State come up for discussion. There is a feeling that it would be futile as well as tactless to refer to them when Amtorg is opening negotiations for the purchase of American tractors for Russian State farms, or when an American petroleum expert is consulted regarding the construction of a refinery at Baku.

This attitude of temporary indifference may be condemned by some of our more sensitive and public-spirited citizens who believe that the manufacturer or engineer so approached should examine the legitimacy of the present Soviet regime or the orthodoxy of the economic doctrines the Soviet Government is trying to carry into practice.

The fact remains, however, that as a rule the man approached confines his inquiry to the credit phase of the transaction and the possibility of making a profitable connection. He will find all the usual information to guide him in this appraisal but, unless he knows how to interpret this information, applying what may be called the Soviet coefficient, this examination will avail him nothing.

No outsider can be absolutely sure where Soviet Russia is headed, economically speaking. This statement is based not only on intimate knowledge of the present situation but also on familiarity with pre-war conditions. In fact, if we are

to be really frank, we may say that very few *insiders* are in a position to appraise the economic activity of the country under the Soviet regime.

## Interpretation the Difficulty

THIS condition is not due to a lack of authoritative statistical information. As a matter of fact, if the economic civilization of a country could be judged by the output of statistics about every phase of economic life, we should have to award the palm to Soviet Russia.

Nor is it due to the unreliable character of the Russian statistical output which,

everything considered, is probably as dependable as the statistics accepted without question from other countries. The real difficulty lies in the interpretation of these statistics and other information from Russia. Because of the revolutionary character of her economic regime, the factors we generally use to ascertain a country's economic position cannot be applied to Soviet Russia. Unfortunately, the sources from which the average American business man gains his information about Russia do not make that clear.

The American is told of industrial efficiency, large capital investment and in-

## Мы вносим лепту в строительство Сов. Союза

Рис. Н. С. Игумнов.



Russia's faith in the tractor as a means of increasing production is shown in this cartoon from *Russky Golos*. It reads: "Bringing a new penny into the work of building up Soviet Union"



creased production. He is told by exponents of state-controlled industry that centralized management, eliminating waste and duplication inevitable in our "anarchistic" competitive system, will result in such a tremendous increase in production that the loss of competitive stimulus will hardly be felt.

He is shown what appear to be tangible proofs of these things. For instance, the Russian economic press—which consists largely of the official organs of the various State economic organizations like the Supreme Economic Council, the Council of Labor and Defense, the Central Statistical Administration and the various commissariats corresponding to government departments in the United States—literally bristles with dissertations on efficiency in general and its application to Russian industries in particular; on the achievements of foreign countries and how long it will take Russia to surpass them.

Numerous commissions and delegations are constantly studying the progress of other countries and foreign technicians are employed to speed up the backward Russian industry.

The meager resources of foreign exchange are strained to the utmost to pay for the most up-to-date industrial equipment from the United States for, as one of the members of the Russian trade delegation in the United States expressed it, Russia has so little money she cannot afford to buy second-rate equipment.

Here certainly is outward evidence of a thirst for technical achievement. But if we follow this American-bought machinery into Russia, we find a wide difference between political theory and actual conditions.

Although, under a system of planned economy, a five-year program for industry, and even agriculture, has been worked out, very few of the new plants constructed under the Soviet régime have been finished within the prescribed time limit or at anywhere near the estimated cost.

In practically all construction there has been a lack of definite planning; work goes on for several years on the basis of tentative plans, and wide gaps separate original estimates from final costs.

Two of the most fundamental industrial undertakings under the Soviet régime, the large hydroelectric scheme, known as the Dnieprostroy, and the tractor plant at Stalingrad, demonstrate this lack of adequate planning.

The Dnieprostroy plant is of special interest in the United States because a prominent American engineer is connected

with it in a highly responsible capacity. It is important, not only in its anticipated output of power, which will make it one of the largest in Europe, but also in its significance as a symbol of the economic power of the Soviet régime.

The possibilities of the Dnieper as a source of waterpower were recognized under the old régime and the obstacle to navigation presented by the famous Dnieper Rapids could not very well be ignored. Like many other things in the old Russia, however, the plan was discussed with such gusto and enjoyment that it really was not thought necessary to put it into operation.



**"Changing Shifts at the Mines,"** an impressionistic drawing from the *Projector*, Soviet magazine. It reflects the emphasis on labor and the doings of labor that is so noticeably prevalent in the Soviet daily press and other publications

Now, the Soviet, with its zeal for industrialization, enters upon construction without waiting to find out how much the job will cost, how much power will be available, at what rate, or how the power is to be utilized.

Thus we find that, although the work has been under way for several years and is scheduled to be completed by 1932, there is no definite information in regard to its probable cost—the original estimate of 150,000,000 rubles having been tentatively increased by one-fourth—while the question as to what plants are to be put up in the Dnieprostroy region as outlets for the current that is to be generated is still being debated.

According to latest plans, the total output of the Dnieprostroy plant is to be raised to 800,000 horsepower by the addition of an auxiliary steam plant of 500,000 to 550,000 horsepower and the power is to be utilized by the Donetz basin industries upon the construction of a transmission line of about 150 miles. The probable cost of current is, of course, still unknown.

The tractor plant at Stalingrad, from a political standpoint, is even more important than the Dnieprostroy undertaking. The tractor is rightly regarded as essential in carrying on the policy of large scale grain farming which has been proclaimed as the fundamental principle to be applied to the solution of the vexing grain problem. The Stalingrad plant, started in 1927, is expected to be the largest in Europe, with an annual capacity, according to the latest plans, of 40,000 tractors of the 15-30 horsepower type.

### Slows up Work

AS IS generally the case with important Soviet enterprises, there have been numerous changes in the plans and not less numerous investigations by central and local authorities. The decision regarding the type of machine to be turned out was made only within the last few months, although the plant is scheduled to be completed next Winter.

Similar conditions hamper construction of the Turkestan-Siberian railway, the most important railway undertaking under the Soviet Government. It may be added that the facts in these cases are the results of official investigations which have also revealed rather serious defects in connection with the utilization of the expensive construction machinery imported from the United States.

Are these isolated instances or are they common enough to nullify the benefit of the purchase of the expensive equipment and the technical assistance of the foreign experts? If we are to judge by the statements in the Soviet press and the findings of investigating commissions, we are inclined to believe the latter.

It is obvious that industrial planning, in its Russian version, differs considerably from what most nations understand by that term and that, before we can use it as a guide to determine the country's progress, we must apply the Russian coefficient. The same is true of production, one of the most obvious factors in judging economic conditions of other countries.

A number of Russian industries have reached or even passed the pre-war level



of production. Yet we find almost a chronic scarcity of the products of such industries because strained distribution facilities nullify the increase in production.

Private distributing machinery has practically disappeared. The consumers' cooperatives handle most of the retail distribution, aided by direct government channels. Improper functioning of this system is responsible for outstanding difficulties in the grain supply.

### Distribution Breaks Down

SOVIET authorities fail to provide the villages with the necessary manufactured goods at prices bearing a reasonable relation to the arbitrary prices applied by the Government to grain purchase. The peasant is reluctant to sell at these arbitrary prices, government machinery for buying grain is inadequate, and frequent breaks in the supply of flour result.

It is not surprising then that grain has practically disappeared as a Russian export commodity. But petroleum products,

one of the most important export items in the Soviet trade balance, are expected to make up this loss. Exports of petroleum are three times as large as in 1913.

Yet we read in the Soviet press of the difficulties met by consumers in buying coal oil, an extremely important commodity in the Russian household economy, in an important center like Moscow. The reason given is that an inadequate number of cooperative and government stores are equipped to handle such a hazardous commodity in accordance with Soviet safety regulations.

The export of lumber is another manifestation of the aggressive foreign trade policy of the Soviet, but the Russian agricultural implement plants complain bitterly that they are unable to get seasoned lumber.

Под большим давлением...



The Soviet Official Gazette takes a rap at England. The large man, called "Numbskull Policy" is sitting on British Trade with Russia

It is quite obvious, therefore, that mere production is not a reliable index of economic progress in Russia. No more can we accept the budget appropriations for the various branches of Russian industry as a true gauge of achievement. Leaving out the political factor which frequently expands an industry for reasons wholly uneconomic, other reservations must be applied even in the case of expenditures induced by purely economic motives.

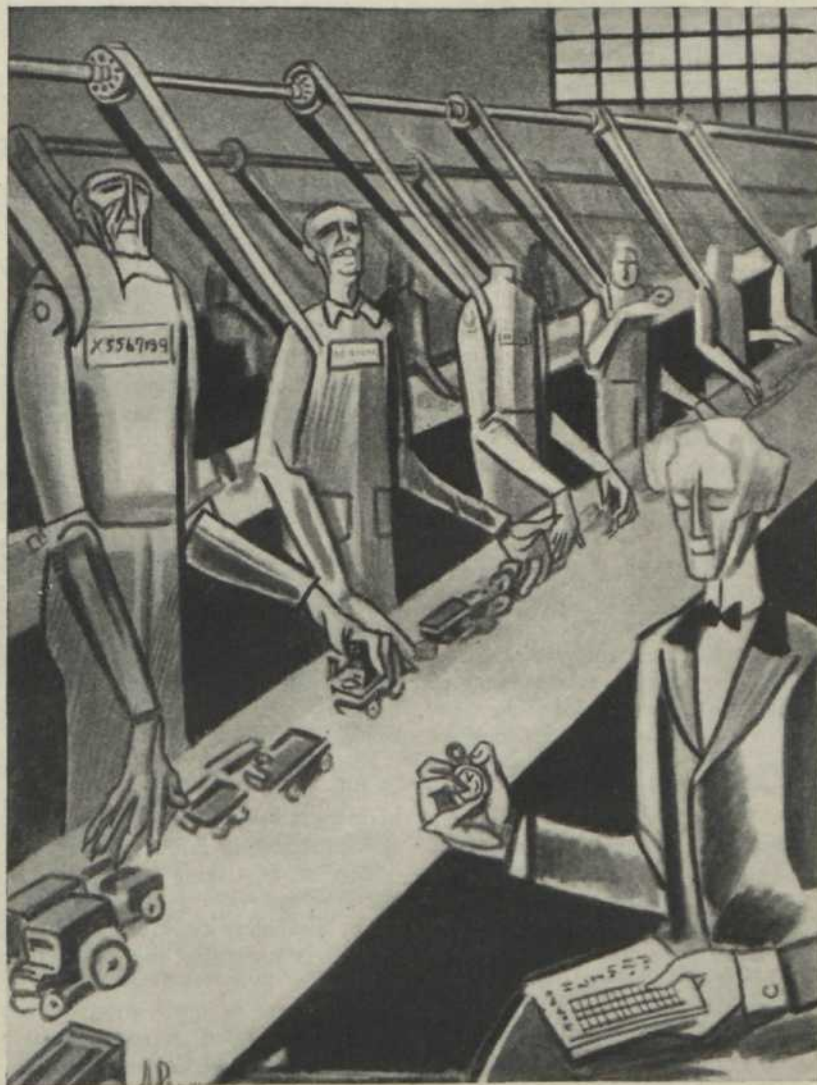
In the first place we must realize that the increase in Russian industrial productivity will from now on probably depend more on the expansion of the industrial equipment than on improvement of methods in existing plants. In other words, the capital outlay is likely to be considerably greater than during the reconstruction period.

Now the Russian authorities generally admit that the cost of industrial construction and equipment is high.

The reasons include poor organization of the construction industry, unfavorable climatic conditions, high cost of credit affecting the purchase of foreign equipment, more or less primitive building methods, delays in the supply of material and labor and many others. All this, of course, affects the returns an industrial plant may be expected to give from a certain appropriation.

When we come to the operation of the plant we find still other complications. The most important factor is the effi-

(Continued on page 168)



A Soviet view of Henry Ford. The Projector prints this cartoon under the title "Henry Ford's Socialism."

Beneath the picture is a quotation attributed to Ford: "In my factory socialism has been at work for a long time. All my workmen are co-workers and are well-to-do"



SEVENTEEN scholars were asked by the man who is now President to look at business from a scientific viewpoint. They looked and wrote 375,000 words describing it. We are accustomed to believe that we know all about business because we are the people who do it, but this review of the work the scholars prepared leaves us wondering

# The Seven Sane Years

By HARRISON REEVES

**S**INCE 1921 Americans have applied intelligence to the day's work more effectively than ever before. Thus the prime factor in producing the extraordinary changes in the economic fortunes of the European peoples during the nineteenth century is the prime factor in producing the prosperity of the United States in recent years.

"The old process of putting science into industry has been followed more intensively than ever before. It has been supplemented by tentative efforts to put science into business management, trade union policy and government administration."

Thus Dr. Wesley C. Mitchell, director of the National Bureau of Economic Research, sums up the findings of 15 months of uninterrupted labor by which the learned world has seriously attempted to classify and generalize the economic scene.

To compile this two volume work, prosaically called "Recent Economic Changes in the United States," 17 scholars of specialized renown worked under the supervision of a committee of 15 practitioners of almost universal eminence, themselves sitting under the aegis of the man who is now President of the United States. Two hundred field workers conducted thousands of investigations and interviews. A legion of citizens engaged in a gigantic correspondence with the experts and their editors.

The work, now on sale in book stores, is a veritable encyclopaedia of business facts in the United States and, to a certain extent, the world, from 1922 to 1928.

To Dr. Mitchell, whose chapter, "The Maze of Economic Changes and a Clue" concludes the work, fell the task of reviewing the entire accomplishment. He writes:

"While the details of the latest technical advances always possess thrilling interest, perhaps there is more of promise

for the future in the chapters on recent changes in economic policy. The efforts to apply scientific methods to such matters are in an early stage of development. The sciences which underlie these efforts—psychology, sociology, economics—are far less advanced than physics and chemistry.

"The experts who are making the applications—personnel managers, advertising specialists, sales directors, business economists and statisticians—are less rigorously trained than engineers. It is even harder to measure the results they achieve than to determine what difference a new machine makes in unit costs. Nor are business executives so generally convinced of the practical value of the rather intangible services the new professions can render as they are of the indispensability of engineering advice.

## New Policies Are Advanced

"YET IT is conceivable that applications of social sciences, now in their tentative stage, will grow into contributions of great moment to economic welfare. Certainly the chapters in this volume on marketing, management and labor show that many enterprising business concerns and some enterprising trade unions are trying new policies, and often getting results which they deem good."

Business cycles have not been ironed out in Dr. Mitchell's opinion. He agrees that we have not had a real boom since 1919, a commercial crisis since 1920, a severe depression since 1921. Remarkable stability is apparent. But cycles may be mild as well as stormy. The movement is the same. All the familiar symptoms are there. The amplitude and velocity have changes. We are in a mild time.

These are the seven sane years. Almost astonishingly do these specialists agree that we have been living in one of those happy times which make little his-

tory. Its tremendous acceleration, even, has been gradual. No outstanding fundamental invention has marked the period. Processes are the same, only uses of the processes have evolved. Not even in pure science has there been a single revolutionary event. We have been approaching the ideal state of rest of high civilization, stable, slowly but relentlessly progressive, eventless.

But what of the future? The disciplined author reserves only three brief paragraphs of forecast. He begins ominously.

"Even on the face of affairs, all is not well." Agriculture's condition, unemployment's volume, textiles, coal mining, leather—here is anxiety enough. "How rapidly these conditions will mend, we do not know. Some may grow worse. There are signs that the caution inspired by that disastrous year, 1921, is wearing thin. But that is a matter in which experience is not a trustworthy guide. Scientific research, industrial invention and business pioneering all lead into the unknown. . . . All that is certain is that whatever progress in efficiency we continue to make must be won by the same type of bold and intelligent work that has earned our recent successes."

So much for the philosophical trend of this study. The reader will probably be more interested, if less awed, by some of its findings in facts. One of them, in particular, is striking because the opposite is so generally assumed. Dean Dexter S. Kimball of the Cornell engineering faculty is authority for the statement that there have been no recent major developments in basic productive processes in industry. Even the war produced nothing really new.

The only recent novelties, asserts Dean Kimball, have been in the production of new materials by chemical processes and in the use of electric and oxyacetylene welding. What passes for pure invention

(Continued on page 162)



# I Have Faith in Horse Sense

An ex-farmer speaks his mind on government aid

By CHARLES H. LEBER

ILLUSTRATIONS BY CESARE



Willing garage men are forced to stand by while the two-year-old "wrecks" sail past

**F**AR BE IT from me to seem to scoff at farm relief. As a matter of fact, I am waiting, as a quarter of a million other former farmers are waiting, for some relieving to be done so that I can go right back to the business of farming.

I have one great fear, however, and it is daily becoming greater—some day, somehow, some one is going to discover that there are other fields of endeavor which should be relieved by some magical formula.

Take, for instance, the garage owners and the mechanics who are paid by the hour and only for the hours they work. An infinite number of these guileless souls have invested in land, buildings, and equipment. Repair jobs are nearly all done on contract now so nobody can play pretty pranks with prices, and the car builders are making their products so durable they don't need enough repair work done. As a consequence, large numbers of willing, energetic and well trained garage men are forced to stand, first on one foot and then the other, while they watch some two year old "wreck" sail jauntily by.

Thus, a little addendum to the statutes such as the following would be a great boon:

BE IT ENACTED BY THE SENATE AND HOUSE OF REPRESENTATIVES IN CONGRESS ASSEMBLED, THAT:

No manufacturer of any kind of automotive equipment whatsoever, whether propelled by gas, naphtha, benzol, petrol, fuel oil, steam, compressed air or hot air;

by alcohol, either in the combustion chamber or in the driver; by water power, foot power, electricity or the expansive power of dried prunes in water; by mental telepathy, moral suasion, harsh words, or funguslike growths on the battery terminals, if any; shall devise or offer for sale, or distribution, any such equipment that shall run for more than 60 days without requiring a complete overhauling.

Violation of all or any part of the foregoing shall constitute a felony, punishable by fine or imprisonment, or both; any statement to the contrary herein notwithstanding. Or what have you?

## The Plight of the Barbers

OR, take the journeyman barber. Barbers on every hand have been obliged to give up their "fite nites." Yea, many must forego the simple pleasure of a 200 mile Sunday drive. Something should be done about it. A law that would prohibit men from shaving themselves, or trimming the children's hair let alone that of their wives, or the wives their husbands would

go far toward stabilizing the profession.

Small merchants should be protected from annihilation by the chain-store menace. Insurance agents should be spared the mental exertion required to draw out a reluctant signer. Others needing relief could be listed.

If we must relieve somebody, let us not be partial, but relieve everybody, so that no one can feel hurt. Let us pay all our dollars into one treasury and receive 60 cents or so in return for each of them for we must take care of all

our inspectors and department heads and workers.

On the other hand, if we farmers are going to permit ourselves to be cast in the role of poor relations when everybody else is seemingly prosperous, if we are going to accept outside assistance now, we must be prepared to take our medicine in heroic doses later on. For if we sponsor the creation of a board to make arbitrary gestures in our behalf, we must anticipate the future time when the same board, under outside pressure, will be forced to rule against us.

We must agree that there has been no great prosperity among the American farmers for the past decade. But then, all the old-timers I have talked with scratch their heads in vain trying to remember when there was big money in farming. There is a good deal of this:

"I can remember, when I was a boy, father always kept seven or eight good teams, a big herd of milch cows and beef cows, a nice little band of sheep, and a



lot of hogs. In the Fall we always done a sight of butcherin' and puttin' down of meat. In cold weather, the fresh meat was hung where it would freeze and one of us would go out and cut off what we wanted for a meal.

"The cellar was always full of roots and all kinds of home canned fruits and vegetables that Ma and the girls had put up. We raised everything, almost, that we used. If we did drive to town, we didn't have to lay out anything much for supplies and the horses had to eat anyhow.

"Seems like we always had everything we needed. Nothin' fancy, of course, but plenty to eat and wear. We never had much money, but we had all we needed, at that.

"Funny thing though—time I got old enough to go to farming for myself things was different. Dad paid our hired man \$16 a month but I have to pay \$75 now and everything else costs like time, too!"

### Those Good Old Days!

HOWEVER, when the old-timer is asked to look back to the day when farming was a snap and money was easy to tree he usually looks back to certain specific years or to several such benign years that made a period of prosperity lasting long enough for a fellow to get notions about what constitutes the difference between luxuries and necessities.

It seems to me that the problem we farmers have to face is as much a matter of poise and horse sense as it is economic or political. It is a fact that, to date, no one has been able to lift himself by tugging at his shoe strings nor has anyone acquired lasting benefits of any kind without a corresponding expenditure of mental or physical industry. Let us apply that logic to the farm problem.

We farmers are living and working out our salvation in an industrial age, an age that is without precedent in the present knowledge of mankind. Mass production in industry has increased the urban factory worker's efficiency to a high degree, and with it has come a very marked increase in per capita overhead.

This also applies in a great degree to farming. Motor power, replacing horses, has increased our individual efficiency as farmers but it has lowered our individual consumption of what we ourselves produce. On the one hand, the land that once provided food for farm power is released to produce food eventually intended for human consumption. On the other hand, we must now pay in money or its equivalent for every gallon of engine fuel or lubricant, or kilowatt hour of electric power we use. Thus with one stroke we have narrowed our market, increased our production and increased our overhead.

Many farms are so completely modernized that every member of the family old enough to reach the clutch pedal has some kind of a motor vehicle. Tank trucks deliver fuel to a private filling station in the



If a board stabilizes prices you can't put the ex-farmers in jail

yard and everybody helps himself. The family straggles in from all directions at all hours.

One orchardist in the Yakima Valley of eastern Washington estimated that the motor equipment of the place, truck and passenger vehicles, traveled 100,000 miles in 1928. At seven cents a mile their maintenance had cost \$7,000. If you would add to that the sum the various members of the family must have spent at the places to which those cars carried them you could have a competence for your declining years.

### Farming's Present State

A SYSTEM such as this would wreck any institution on earth. Those who would attempt farming as executives or employees must apply business methods as sound and rigid as those in use in any successful business. Farming has become a business in which competition is keen and not always very ethical.

Many people cannot see how there can be competition in farming. But if they want to find out, all they have to do is to make a killing with some particular vegetable or fruit or a breed of stock and see how long it will be before some one else

knows more about producing it than they do, and is able—or willing—to put it on the market at a price low enough to make them work like the deuce to make wages producing it.

On an island in Puget Sound a group of pioneers worked at grape culture until they were marketing a most superior product and doing well for themselves in a financial way. They are still growing very fine grapes but so are an infinite number of others in the Puget Sound country. A few of my vineyard acquaintances are talking about tearing out the vines because the returns do not justify the expense and labor.

Some years ago it was discovered that head lettuce would develop wonderfully in the fertile valleys of the Pacific slope. The word went forth that profits of a \$1,000 an acre were common. Thereupon the business of growing lettuce immediately assumed gigantic proportions. As a result, thousands of tons of almost perfect heads of lettuce were pitched aside by the packers and poultry and stock were fed with the same food that urban dwellers pay \$1,000 a ton for at retail.

Lettuce is still raised on the Pacific slope but it is not just anybody's crop. The successful growers have adopted a





for tuning up the old tractor and going after a little of that profit

standard of perfection and evolved workable methods of culture.

### He Knows His Poultry

COMMERCIAL egg production has become a fairly stabilized branch of agriculture within the past ten years. Definite standards have been adopted as to color, weight and infertility. The poultry man who is getting ahead studies his flock from every angle, and knows how and when to get a 50 or 60 or even a 75 per cent lay. Instances of this kind could be cited right down the line.

Take dairying. Dairying is rightly regarded as a sound and mildly profitable part of our agricultural scheme. Still, within the last 15 years, multitudes of fairly good dairymen have been forced to abandon dairying as unprofitable.

In the face of this fact, seemingly gullible souls have bought herds and have made them pay for themselves besides making a living for their owners.

Two and one half years ago a young man of my acquaintance was employed as a milker by two brothers. After five years of dairying the brothers took account of their assets, found that they were standing still financially, and decided to throw

up the sponge. They offered the herd of 40 cows for sale for \$5,000, and the farm for rent at \$150 per month, \$1,500 cash and the balance by the month, over a period of three years.

My young friend had \$1,700. A deal was made and the erstwhile employe now has his herd paid for, and the boarders replaced by profitable cows, besides having paid for a \$700 milking machine and a good deal of miscellaneous equipment.

Seven years ago a man and his wife well past middle-age dropped off the train at Kent, a quiet little town in western Washington. Their most valuable possessions were each other. Today they have a deed to their five-acre place, a comfortable little house, 1,500 hens and housing accommodations for them; a light truck and a garden tractor; a small vineyard, a coming orchard, and a two-acre berry field. Everything is paid for and money is going into the bank every year. These people had failed dismally at dry farming in northwest Montana as the result of repeated drouths.

Ten years ago, a poultry raiser called his foreman into his office and offered him a quit claim deed and bill of sale to land, buildings and the 4,000 hens on the place if he would assume all liabilities.

Today that foreman has a 7,000 bird flock, doesn't pay one cent of interest and discounts his current bills.

### Pay Cash or Do Without

THE cases cited are exceptional but not exceptions. A high percentage of the folk in similar lines of endeavor are doing well, indeed. I notice, however, that these folk live in rather modest homes and regard their cars as a means of transportation. They pay cash for their current needs or do without. Ostentation and a desire to keep up with the Joneses is not evident.

It is wonderful how self-restraint and the knowledge that less than one per cent may constitute the difference between success and failure can be pyramided into substantial progress.

In this day of municipal ownership and operation of public utilities, giant corporations and vast financing of enormous projects, we have lost sight of the personal equation. We have become too broad-minded. We feel that in a country as vast and wealthy as ours a necessary basic industry such as farming should leave a comfortable margin of financial safety for its workers. If it will not yield that margin naturally, we must attempt to gain it by artificial means.

Hence, so-called farm relief, or the urge to tamper with natural forces of supply and demand; a course that will have a tendency to upset the entire economic structure and result in the farmers' paying dearly for the little advantage that was temporarily enjoyed.

It is true that many of our thinkers are inclined to pooh-hoo the old theory of supply and demand, because industrial methods of increasing production and of stimulating consumption have been carried to such length that we are doubting if supply and demand really are so important after all. The expected limit has been reached and extended so many times that we have given up looking for the peak. However, it is there as it always has been and always will be.

Economists are worrying about the steady flow of rural population to the cities. What of it? It's nothing new! People have migrated cityward since the beginning of time, and will continue to do so, as long as the city offers regular pay and limited hours of work.

### How the Factories Help

BUT every poorly paid farmer who becomes a well paid industrial worker increases the farmers' chances threefold. He no longer competes in actual growing of food stuffs; he becomes a customer of his former competitors, and, by his aid in the matter of industrial development, cuts down the cost of those things which the farmer must use to lower his own cost of production.

There is another great truth which can—  
(Continued on page 170)



# This Business of Making Men

By A. LAWRENCE LOWELL

President, Harvard University

**I** AM A manufacturer, as my forebears were. My forebears made cotton goods. The concern I work for has a different kind of product, but it is an old and well established concern. It is the oldest corporation now existing in the United States. In eight years the business will be 300 years old.

We produce men. I am speaking not of the professional schools, but simply of the college. It is a curious product. It is one you cannot standardize. Nevertheless, there are different grades in the goods we produce and one of the difficulties we find in marketing our product is that business men are very likely to prefer our second-class goods and then complain that they are not first-rate.

Some years ago a business man said to me, "You are not teaching your students as you ought to. A good many of them go into brokers' offices and sell stocks and bonds to their fathers' friends, but they do not progress much."

I replied, "If you let us do what all other manufacturers do, recommend our own goods, you will find a very different result."

The goods we produce in college are of a peculiar character. The machine we place on the market does not run very smoothly for the first hundred miles or so. It will not run as well as an inferior machine that has been running for some time. But let it run a while and then see how it compares. I believe you will see that the difference is considerable.

The policy we pursue in making these queer and uncertain goods is not wholly understood by those who do not know the constitution of the human mind.

## Individual Like Whole Race

THERE was a theory at one time called "The Recapitulation Theory" which was that all people in growing up recapitulated the history of the human race, that the child starts as a savage, then becomes a barbarian, then semi-civilized, and so on. That theory has been discarded because we know that infants are not savages. Nevertheless, it is partly true in that the evolution of the individual mind is not very unlike the evolution of the mind of the race.

Just as the medieval universities trained men to think abstractly and to handle and deal with their material, to entertain abstract ideas, to think clearly and to de-

velop a power of dealing with things which could not be perceived by the material senses which was later of value when applied to useful results, so it is true that the cultivation of the mind by the colleges in an attempt to make men think accurately, to discern between the essential and the accidental in phenomena and to train the imagination to grasp things that cannot be felt or perceived by the material senses.

That is the great object of college education. It is not merely to give knowledge. Knowledge vanishes but wisdom remains, and wisdom is, after all, a perception of the relative value of things.

You may say, "This is very well, but why not teach a man to think on subjects that he can apply? Why will not things that are useful train the mind as well as things that are useless?" The answer is simply that dealing with the concrete does not lead to the knowledge of the abstract. The study of things that are directly applicable does not tend to give a grasp of things which are not perceived by the senses. The mind that is directed toward the practical does not indulge itself in flights of imagination, and thereby enlarge its scope.

When I was in college studying comparative anatomy and physiology with William James, he told me he could pick out of the class the men who intended to be doctors because these men spent their time studying human bones, and thereby failed to grasp the physiology—that is, the functions of animal life, which were, after all, the essential and valuable things in the course.

Let me put it in a different way. The real thing we want is not knowledge but resourcefulness. The art of life, the art which creates things both great and small, is not the capacity for solving problems. That may seem a curious statement, but the real art of life consists in finding out what is the question to be solved.

The person who can find out what the problem is to be solved is the man who really makes the contributions to life. It is comparatively easy to train people to solve problems when they are stated, but the man who can see a new problem and state it is the man who makes the real advance.

That is true in everything. The young man the business man wants to hire is the man who will perceive something that needs to be done, and has not been

done. Finding out how to do it is comparatively simple.

It happened to be my good fortune to meet some time ago two men who have made great contributions to medicine. One of them was Banting, whom I happened to meet at luncheon at Toronto.

I took the privilege of an older man and said, "Tell me how you found it." And he told me how he made his discovery of insulin. It was a marvelous story.

## Finding What Is to Be Done

SHORTLY after that I asked Dr. Minot how he happened to get hold of the use of the liver treatment for pernicious anemia, which has done much to relieve that disease, always fatal before. He told me how he did it.

In each case the great thing was finding out what the problem to be solved was, even though the solving of it afterwards took more time. That is resourcefulness and that is what really we are attempting to impart.

How can resourcefulness be acquired? Is it pumping information into a man? Not at all! There is only one thing which will really train the human mind and that is the voluntary use of the mind by the man himself. You may aid him, you may guide him, you may suggest to him, and above all you may inspire him; but the only thing worth having is that which he gets by his own exertions and what he gets is proportionate to the effort he puts into it. It is the voluntary exercise of his own mind, and I care very little about what he exercises it upon.

I made some studies 25 years ago about the relation between rank in college and rank in our law and medical schools, where I could easily get the figures, and I found that the men who had ranked high in college—of course with many exceptions—were on the average the men who ranked high in the law and medical schools.

In that case I compared the subjects they had studied and I found that it made no difference. There was no perceptible difference between the men who had studied one subject or another, but there was a great superiority on the part of men who really had done well in college, and sharpened their minds by thought.

Given a certain voltage of intellectual power and, save in men who are unusually constituted, you can turn it into almost

(Continued on page 175)





UNDERWOOD AND UNDERWOOD

Secretary of Commerce Robert Patterson Lamont

# Industry's Man in the Cabinet

By HERBERT COREY

CALL him a quiet man. Call him reticent, concise, modest. Even so Robert Patterson Lamont's quality has not been set forth. He is not curt. He is not diffident. No man can belong to 20 great business directorates and be diffident. The suggestion is absurd. He is friendly and likable. It is merely that he does not talk. It is a contradiction in terms but he might be said to be silently affable.

"You are a fisherman, Mr. Secretary?"

One addresses a member of the President's Cabinet as "Mr. Secretary." At a guess one would say that the new head of the Department of Commerce is faintly annoyed. He has not the air of a man who loves a title. Neither has he the air of a man with whom strangers take liberties. It is certain that there are persons who

call him "Bob" when he is seated before a wood fire in his Lake Forest library. The world, though, speaks of and to him and thinks of him as Mr. Lamont. Not that he is an austere man. It is only that he has a fine natural dignity.

"Not precisely. Not a serious fisherman."

That well was dry. One feels a discouragement. Will not the man say that he rides bronchos, loves baseball, hates *tripe a la mode de Caen*, makes ennobling speeches to newsboys, almost anything that is conventional. We cut our public men to pattern. They may think of horses as savage beasts and love tripe but most of them play up manfully to reporters who cater to editors who sit in hot rooms under eyeshades. Editors demand human interest.

"We have a place in Northern Wisconsin and when I am there I fish a little. Not much."

He had tried his best to meet the reporter two-thirds of the way. He plays golf a little.

"An elderly man's game." A Scotch humor tightens the lines about his eyes. "Some of my friends say it is not golf."

One would guess that he plays a pretty fair game. He merely does not care to talk about that phase of Robert P. Lamont. The world is filled with more important things than golf and fish. He seems a man who finds at his desk his chief interest in life. A man who finds in business the light and color and romance that others might discover elsewhere. A man who would be a leader in any path he followed. Who so concentrated on the job that the mellow



things of life would be almost forgotten.

But that is wrong. He is also a collector of etchings. More than that he is an expert in them. He is an adept in Whistlers, an active director in Chicago's great art museum, a trustee of the Newberry Library, a great reader of history, a delightful conversationalist with his intimates. But that had to be learned elsewhere. Mr. Lamont lacks the politician's trick of preening in publicity. He will never discover how to talk of his likes and hopes.

Yet it is this reporter's guess that he will be an immense success as the head of the Department of Commerce.

Perhaps we would be getting somewhere more rapidly in this if a basic fact were introduced. When Herbert Hoover became President he asked Robert P. Lamont to take the place he had vacated as Secretary of Commerce. No doubt this Department is no more dear to the President's impartiality than any other government department. But it must have been very dear to Herbert Hoover. For eight years he had been its chief.

When he took it over it had been a good little department into which had been thrown whatever did not precisely belong anywhere else. It made few mistakes, kicked up little dust. When Herbert Hoover left it for the Presidency 16,000 men spend \$40,000,000 annually for it. It owns a dozen great bureaus in which it handles everything from aeronautics to lighthouses. It is in touch with every civilized country on earth and knows what is going on where the leading citizens wear nose rings and carry clubs.

It ransacks the earth for information that may be of use to American business men. It is perhaps the most romantic department of the Government because it keeps watch on the raw materials of life. Not one of us can die, fall in love, run away, burn a candle, build a house, without meshing into its activities. It has become the business agent of the country that has become the greatest business land on earth. It is because Herbert Hoover saw its possibilities that it grew. Partly because of its growth Herbert Hoover became President.

### Hoover Saw Him Ten Minutes

THAT basic fact has been introduced. Herbert Hoover had only met Robert P. Lamont once and for ten minutes when he asked him to become the chief of the Department. During that time Lamont read a report. That is no way in which to get on confidential terms with anyone. The flooding Mississippi was raising particular hob all around the conferees. The engineer of a small steamer was making faces at the captain through a speaking tube because the captain wanted enough steam to keep from sliding down stream with Hoover and a lot of big people.

"What should be done?" asked Mr. Hoover.

"We should do this," said Mr. Lamont.

He was the acting head of the committee named by the United States Chamber of Commerce to make a "business, engineering and financial survey of the conditions in the regions devastated by the flood and report for a referendum to its membership."

That committee consisted of men highly distinguished in law, engineering and business in New York, St. Louis, Chicago, Washington and the cities of the flooded country. It was deeply felt that this river nonsense had gone about far enough. Something should be done about it if anything could be done. Frederic Delano of Washington was the chairman but he had been called away and Mr. Lamont took his place. The report was affirmed by the members of the United States Chamber of Commerce.

"I do not suppose that Mr. Hoover remembered what I look like."

Well, perhaps not. It is widely felt, though, that Mr. Hoover is a good judge of men. He drafted for the Department of Commerce the man he thought best fitted to rule it. The fact that he had only seen Lamont for ten minutes was no handicap. He had been through the story of Lamont's life with a micrometer. He had the lines of the portrait. The ten minutes spent in listening to the report only served to etch them in.

### One Who Gets Things Done

I MAY be wrong, but it seems to me that Mr. Lamont is representative of the inner half dozens who are the true guides of America. He is certainly one of the first six citizens of Chicago. There may be scores of outstanding persons in every city, but at the heart of affairs in each one finds a small group of taciturn, wide-angled, energetic men. Other names may be more frequently in the newspapers. Other men lay more cornerstones, welcome more guests, travel more frequently in private cars. But when a big thing is being planned the half dozen quiet men who are hardly known to the public direct and counsel. Authority rests with them.

"I do not know very much as yet about the Department," said Mr. Lamont. "I am trying to get acquainted with it."

That would seem highly likely. Any one of the 12 great bureaus of the Department can provide enough puzzles to keep any man busy. The Bureau of Standards alone is perhaps the most eminent scientific organization in any government. The range of its operations is appalling. Yet a lesser man might have tried to impress the public by ricocheting around a reporter and speaking vaguely of great plans.

"I have been compelled to be busy with other things."

Reporters have called on him. Photographers have been imperative, "Smile," they have ordered. "Turn your head. Walk." A brief look of pain seemed to cross Mr. Lamont's features. There had been conferences and meetings and prom-

inent citizens in car lots. Between times he had tried to absorb information about an infinitely diversified organization. About one thing he spoke with assurance.

"The men are fine."

Mr. Lamont knows men. Knowing men has been part of his business as an engineer. He spoke of their striking ability and loyalty. Many of them could leave the Department for double and triple the government salary, but they hold on because they have their teeth in the job.

### Likes Men Who Like Their Jobs

THE JOB must be done. No one knows the job—the adored, accursed, heart-breaking, half-starved job—as well as its custodian. Each man knows that if he left the Department the job would be an orphan. Therefore these men forget their private interests. Robert Lamont likes that in them. He likes men who like jobs. Whatever job he is on is composed of rubies and very fine gold. It is the best job in the world.

"The Government," he said, "handles its business very well."

Mr. Hoover had issued no instructions. No doubt he took it for granted that Mr. Lamont was familiar with his policies. Mr. Lamont does not believe that the Government should get into business except when compelled. It should aid business when it can.

"That's what we're here for. This Department may not be of great value to the larger corporations. They have their own research organizations and get their own reports from all over the world. But it can help the smaller business men. Do not forget that 85 per cent of American commercial organizations employ fewer than 100 men. They make wide use of our researches."

He does not believe in government control.

"We had a taste of that during the war when we took over the railroads. We didn't like it."

No doubt it had been necessary. Many things are forced by war. If there should be another war and the Government should be compelled to mobilize its industrial resources the job would be well done. "Just as it was before."

There was pride in that sentence, a fighting sort of pride, an enthusiasm that almost broke through his Scotch reserve. When the United States went to war Mr. Lamont offered his services. He had hoped to go to France, but he was needed in Washington. He began as major in charge of the procurement division of the Ordnance Department. The allies had already contracted for a good share of the available resources. The Government had little and needed everything. Yet it might not starve its friends. When the war ended Mr. Lamont was colonel and chief of the Procurement Division.

During that time the Division was  
(Continued on page 184)



The Communists sneer at the old-fashioned ideas of working and winning



# So This is America!

I interview the Communist Party's  
spokesman in the United States

By Herbert Corey

CARTOONS BY CARD

**A**LL right. All right! What if it is only a slight discontent? What if the class war is about the size of an English sparrow? What if there is only a very little thread of smoke rising from one corner of the barn? What if the men who sign themselves "Your's for the Revolution," are about numerous enough to fill one good-sized skating rink? What if the American revolutionists who have had first-hand experience with a revolution—folk such as Big Bill Haywood and Emma Goldman—reported that revolutions made them dizzy?

This talk of class war and smash and overturn in the United States seems utterly silly.

Still, there is talk. No use blinking the fact. We are a happy people, we Americans. The statistics prove it. We have more cars, more bathtubs, oil furnaces, silk stockings, bank accounts, beefsteaks, material evidences of content than any other people on earth. Never tell me

that these things are not factors in making up the sum of happiness, either. Ethereal gentlemen who live on moonbeams sneer at those who like roast beef.

Well, let 'em. They're few and they sound morbid. Roast beef eaters sleep sounder at night, live longer, laugh louder, than these *fantaisiacs*.

## The Class War and America

THE prophecies of class war seemed silly in Russia when Nicholas was still wearing his gold crown. They seemed silly in England. Then England had a bloodless revolution. They seemed silly in France. Then France paraded her regiments. In the United States they are worth examining, not because they are well founded but because they are to be heard. A fact may be completely negligible but that it is a fact must be admitted.

It is a fact that men and women in America are looking forward, hoping,

hating, paying, working for war and bloodshed and flame. So friendly and conservative an observer as J. St. Loe Strachey observed as much in his "American Soundings." He perceived this obscure turbulence and suggested that it would become more violent and dangerous when, if ever, hard times replace the prosperity of today. But he did not fear.

"My essential theme," he wrote, "is, Can the brakes be relied on to hold the car if once she gets out of control on a steep descent? . . . I am not going to pretend to a despair which I do not feel. There are, I firmly believe, strains of hardihood and public virtue in the American people which will in the end prove their salvation.

"They will weather the storm, and they will do so because the nation is not only sound at heart but is instinctively aware of its danger."

J. Louis Engdahl was put forward as the spokesman for the Communist Party of the United States. The Communists are the Red radicals. They are closely affiliated with the Soviet and the Third International and the Red elements in Europe. They are candidly against our form of government. The one other organization they hate almost as bitterly is the American Federation of Labor. They sneer at the old-fashioned ideas of working and winning. They would use fire and a knife.

"Do you actually mean that you would



countenance the methods of the revolution in Russia?" I asked Mr. Engdahl. "Murder and robbery and destruction?"

Now we're getting at it, Engdahl said something like this:

"There will be no bloodshed if the members of the capitalistic class—the bourgeoisie—do not resist. The property you speak of has been stolen from us. We would only take back our own."

That's as plain speaking as may be asked. It came after a period of courteous pussyfooting on both sides. Engdahl is immensely likable. Suave and soft spoken and kindly. Now and then the door of his room in the office of *The Daily Worker* would burst open—Engdahl's personal proletariat seems to regard knocking at doors, saying "thank you," and removing hats as subtly debasing—and a harbinger of the new day would stare until convinced that I had no intention of going away. It is a fact—which is not to be worked over into a generalization or a conclusion—that none of the harbingers resembled wage slaves. One or two ran distinctly to nonindustrial fat.

### The Question of Getting Shot

IT HAD taken some time for us to get right down to brass tacks about the class war. We were too polite. We were elaborately urbane. It proved impossible for Engdahl to put into harsh words his conviction that I am the petty puppet of a depraved capitalism—jinking around at the tug of rich strings—that I am a

mercenary enemy of golden-hearted wage slaves—bone-headed and cold-hearted.

It was hard for me to ask this gentle and mild man if his advocacy of revolutionary methods really meant what to me seems murder. My murder, to be precise. That's what I wanted to know. I had a somewhat breathless desire to know if under given conditions he would really assent that I, Herbert Corey, a fattish, inoffensive, moderately solvent writer be backed against a wall and very painfully shot through with bullets. I wanted to savor this revolutionary temper as I could not if Engdahl talked in general terms about a class war. Would he or would he not wink at the Russian plan of keeping me in a cellar until I was ripe and then putting me up for a schuetzenfest?

In the end we understood each other but it took a long time. We were too affable. We evaded a forthrightness that might be offensive. I think that we genuinely liked each other. That, under the circumstances, seems queer.

Engdahl had been discovered in a search for the spokesman of the Reds. There are plenty of men who would have been flattered by the nomination, of course, but Engdahl seemed the more responsible. He is the acting editor of *The Daily Worker*, which is the organ of the Communist Party in the United States.

"Its existence is a monument to the unceasing efforts of revolutionary labor," writes the Central Committee of the

Communist Party. "Long live *The Daily Worker*! Long live the World Revolution!"

"Private ownership and the right of human exploitation through wage slavery will surely have to go, with the triumph of the workers of all races, united and triumphant under the banners of the World Revolution."

"It is not a race war but a class war through which the world is now passing."

"*The Daily Worker* is the best weapon in the whole armory of American revolutionary labor."

"The fact that it is the only English language Communist daily paper in the world signifies that it is a pioneer—."

### A Vocabulary of Hate and Envy

IN THE vocabulary used in *The Daily Worker* well dressed men and women are "swells." Prosperous folk are "parasites." A man who works with his hands is a "wage slave." A shop cafeteria is a "bribe." Diplomats are "rabid reactionaries." Bankers are "bloodsuckers" and all bosses are "brutal." Parasites go to church to show off their "finery." A strike is a "battle" in the class war. The proletariat is revolutionary. The key in which it is pitched is that of fury and envy and hate.

"I want to know what it is all about," I had asked of Robert Minor, who is the editor of *The Daily Worker*. "Where is the class war and what is it? What complaint have you on conditions in America? The same doors are open here to all of us. What's all the shooting about?"

"We have our own ways of making propaganda," he said. "We do not use the capitalistic press."

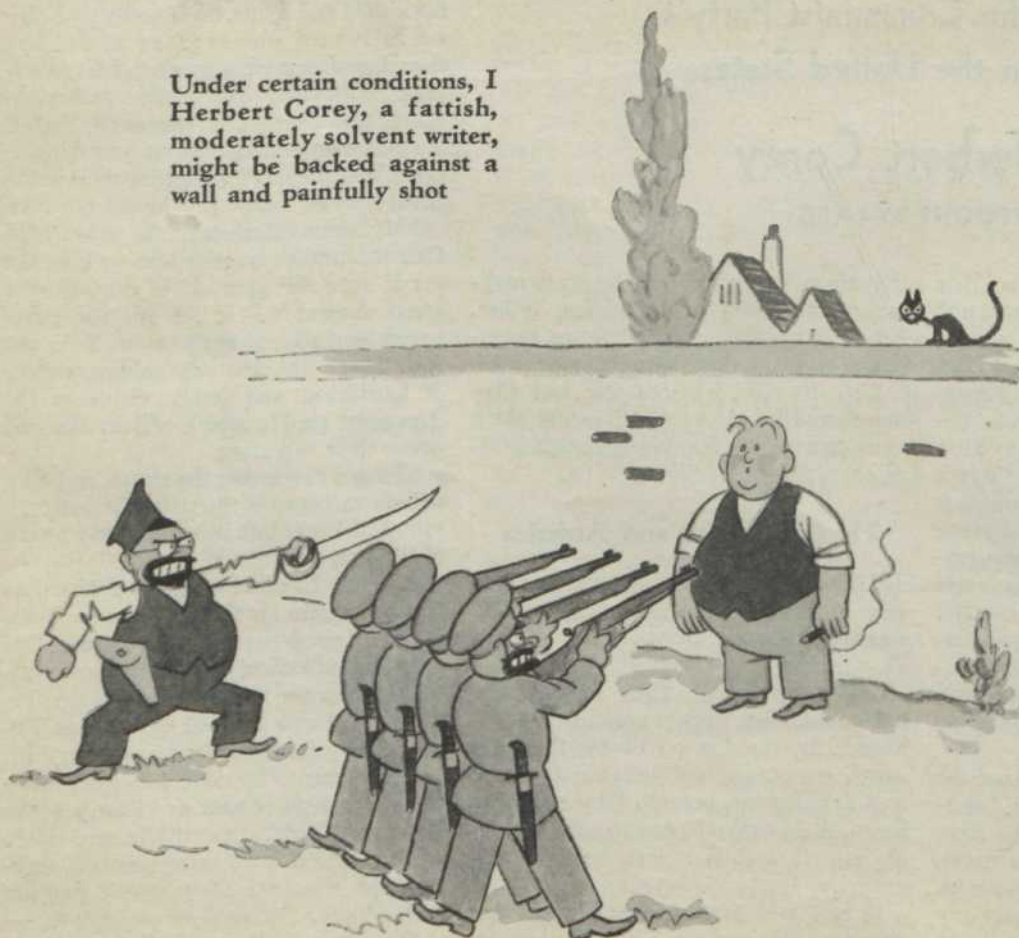
"You're not afraid to tell what it is you stand for?"

"No. But we have a policy. Mr. Engdahl, our acting editor, will do whatever talking is done."

So Engdahl talked. Now and then it seemed that we attached varying meanings to the same words. A proletarian to Engdahl is a man who worked with his hands, or worked with his head for the benefit of a man who worked with his hands. A proletarian seemed to me to mean in this conversation a man who agreed with Engdahl. I maintained that to hunt a man like a coyote merely because he was a doctor or an artist was evidence of class prejudice. Engdahl said there might be a little class prejudice at first but—if I understood him accurately—there would be no more

(Continued on page 194)

Under certain conditions, I Herbert Corey, a fattish, moderately solvent writer, might be backed against a wall and painfully shot







UNDERWOOD AND UNDERWOOD

# Labor Looks at Industry

By Matthew Woll

Vice President, American Federation of Labor

**I** SHOULD like to be very careful in any effort to tell what I think because the questions with which we must deal are tremendous. We cannot make them otherwise, no matter how much we try to simplify them or how much we may want to avoid hard mental work.

What is to be the coming relationship between production and distribution?

What is the meaning of mass production and of chain stores?

Will there be more merging and centralization? What does the investment trust portend?

What effect will these things have on labor relationship in industry, and how are the people to benefit in the question of prices?

What effect will our gigantic groupings of capital have on the extension of American goods into foreign markets and also upon the American market?

From here we are led into two other fields, foreign loans made by bankers and capital investments abroad made by producers and distributors.

How will these operations affect noninvestment bankers whose success depends upon our domestic prosperity?

This leads up to the tariff question. International bankers are today free traders and producers are protectionists. The question must, however, be considered for its effect on wage earners at home and abroad.

Finally, we have the question of whether the wage-earning masses of our people are to have an adequate voice in determining their destiny through voluntary methods.

Confronted with the growing agencies and engines of power which I have indicated, can voluntary participation in free agencies for the determination of issues



vital to the masses be maintained and enlarged without a struggle; or must the wage earners—a majority of our people—resort, perhaps unwillingly, to an effort to bring about state participation in the conduct and operation of institutions and agencies not now contemplated and not now wanted?

If these are questions and issues in which it is popularly supposed American trade union leaders are not interested and about which they are not thinking let me assure you that these are precisely the questions of which trade union leaders are thinking.

Our objectives may remain relatively simple but the methods of achieving these objectives grow more and more involved. I am convinced that this is the inevitable result of getting away from first principles in the beginning and that if we could stick to first or fundamental principles in small things we should find our difficulties absent and our road much easier in large things.

For example, if we are to have a denial of democracy in any particular we must be prepared for all the unknowable consequences of that denial. Eventually, democracy, if lost, will be regained, but the processes of regaining it will be much more costly than would have been the price of retaining it in the first place.

### Unprecedented Problem

NO PEOPLE in all history ever was called upon to face such a vast collection of mighty problems at any one time. Nor has any people ever lived in an age in which the speed of development was so high. If we miss the track, if we fail to take a switch, at any given point in our road, our crashes are going to be—and have recently been—more serious, more costly and more difficult to repair than has been the case in any other age.

It is possible to have misgivings and still have no fear as to the outcome. I am tremendously concerned about many things and I think it quite possible that we shall, as a people, take the wrong track many times, but in the end we shall come back to the welfare of man and the freedom of man.

To explain what I mean when I say I have misgivings, but withal a faith in the outcome, let me state the fundamentals as I see them—the fundamentals as they appear to be in the light of my philosophy and the philosophy which I believe to be the true philosophy of the American trade union movement.

Principally, it seems to me, we are confronted with the problem of what form our future social life

shall take. We call ourselves a nation of individualists, and I like to think that is correct. We call ourselves a nation opposed to the growth of government, and I like to think that is correct. Insofar as we have been that kind of people in that kind of nation, we have forged on to a greatness unique in world history.

I do not say we have been better than any other people. There is too much confusion of terms in that way. I simply mean that our national life has been distinctly different. Without a background of serfdom, we grew up lacking the inhibitions that still show their effects in European nations. This gives us a mental freedom upon which to base an entirely new kind of physical freedom.

I was born in the old world but I look

back on none of its traditions because I was brought into the American atmosphere as a child and my whole mental background is American. Perhaps I can appreciate more than many Americans the value of this lack of a background of subordination for the masses.

### The Vital Issue Before Us

BUT the very progress we have made has thrown us into a situation where we must determine an issue as vital as was the ending of feudalism—and a million times more complex. The trade union movement, in which my faith has been formulated, in which my philosophy is expressed, in which my vision has been clarified and in which I find the best ex-

## Business Men You Have Read About



### PUSHES FREIGHT

Freight wasn't moving fast enough to suit "Mike" Gormley in 1923 so he got behind and pushed. As head of the car-service branch of A. R. A., he has gotten shippers and carriers to cooperate



### FOREIGN CARS

W. R. Vogeler sells the only German car represented in this country, as president of Mercedes Benz. He vends his cars in Park Avenue; was formerly General Motors representative abroad



### VERSATILE

Gordon S. Rentschler is the newly elected president of the National City Bank of New York. He is also an industrialist, known for his comprehensive range of interests, from aviation to sugar



### TAXI!

Times change quickly. A generation ago there were no taxis. Now E. H. Miller bosses ten thousand of them, and expects to control more. He heads Yellow Taxi, N. Y., and Parmelee Transportation



### WHEN IN ROME

Foreign chambers of commerce in New York are getting together for mutual benefit. The leader in the move is Sir Harry Armstrong, His Majesty's Consul General. Seventeen chambers are interested



### ART HONORS

For raising the standards of advertising through example and teaching, Rene Clark is awarded Harvard gold medal. He is art director for Calkins and Holden, New York, and an artist of note



pression of the idealistic nationalism born of our Revolution for freedom, stands for the utmost freedom and equality of opportunity. It opposes the intrusion of the state into those fields where the necessary tasks can be performed without state interference or state operation.

However, in spite of the deep-rooted aversion of the overwhelming majority of our people to anything savoring of socialism, or collectivism, I am far from sure that we are not proceeding at a really great speed toward a kind of overlordship that will amount to a species of state socialism.

We have, perhaps by the very expanse of our territory, the atmosphere of our great spaces and the fertility of our soil, kept the Marxian dogma from gaining

any foothold in the United States. Marxianism made a gesture that seemed to hold some force in the early years of the century.

Communism is doing the same thing today, but with the difference that communism is making its showing because it is a plotting movement, while the rise of socialist strength was due to its sentimental appeal and to the grosser brutalities of the early days of the machine and mass production age.

We can regard the socialism of the propagandists as a refuge for aging dreamers who cannot forget their first love.

If we have passed through whatever threat there was in Marxian socialism with its erroneous conclusions, we have not passed from the greater issue which

is thrown upon us by the development of enormous combinations of wealth and machinery poured out by the wizards of invention, organization and chemistry. More and more we witness the expansion of the state's powers in dealing with these new powers and engines of production.

### Our Budding Bureaucracy

MORE and more we find state commissions, boards, departments and bureaus, coming into being, enlarging on delegated powers, intruding inch by inch, budding into what already has the semblance of a great bureaucracy of federal powers. Everything that has been bred into me by America and by the trade union movement of America objects to this development of bureaucratic power. It seems to me nothing less than the precursor of a state socialism that will be no less oppressive, though possibly more efficient, than the socialism of the sadly mistaken Marx from which we have escaped.

The socialism of Marx we could escape, because it could not come except by a deliberate willing of its coming. It could not come upon us unaware. The new form of *state socialism*—and I think that name for it is as accurate as any—can come upon us unaware, can grow upon us, can develop around and over us out of the very democracy we have cherished and can seem, in the coming, to be a protecting force instead of a blanketing incubus.

Indeed, even those of us who most ardently support the ancient traditions that grew out of New England's hills may have to lend our support to the growth of bureaucracy or state socialism as a means of protecting ourselves against evils in the absence of any other means of protection.

My hopes are all against the growth of governmental powers. I believe that the simple faith of Thomas Jefferson can still find its application. But changed times demand changed methods. If we are in danger, as I feel sure we are, it is because we refuse to understand the changed times and refuse to understand that new methods must prevail.

We no longer think of America as a nation of farms and farmers. It is no longer dominantly a nation of land. It is, instead, a nation of corporate strength, of intricate machines and of chemistry. We are short-cutting many of the ancient processes of nature. We have nations of corporate interest within a nation of political type.

We enter upon a new phase of  
(Continued on page 198)

## In the Passing News of the Month



### HE CONSTRUCTS

After putting up 140 big structures in the last decade, Irwin S. Chanin is well started in a business way. The latest venture is a 56 story skyscraper, the Chanin Tower. He is but thirty-six years old



### IRON FIST?

She bosses middle western bank presidents around, as head of the Central States Bankers Association. They call her Forba, mostly; sometimes, formally, it's Miss Forba McDaniel, of Indianapolis



### TO CHINA

J. J. Mantell's mission in China is to survey and rehabilitate railroads. Formerly an Erie vice president, he is expected to do much to Americanize Chinese rail traffic, thus improving markets there



### ANOTHER

Auburn and Stutz got new presidents, and now Hudson has one, and a manager, too, in William J. McAneeny, of Detroit. He has been with the Hudson organization since it was started in 1909



### BETTER OFFER

Directing the U. S. budget is a good job, but Herbert M. Lord is going to take a better, so is resigning. He succeeded Dawes as director in 1922. He was chief of finance, War Department, before



### SILVER

After a thorough grounding in manufacturing, Clifford A. Gardiner joined the International Silver Company, Meriden, Conn., 20 years ago as purchasing agent. Recently he became president

\*\*\*\*\*





# It's the Buyer Not the

By RALPH C. HUDSON

Former President, National Retail Dry Goods Association

**A** GOOD merchant does not buy a store. He buys merchandise for his customers to carry out of his store.

Every storekeeper has to be one of two things. Either he is a purchasing agent for his community, or he is a selling agent for a group of manufacturers. If he is the former, he is a merchant. If the latter, he is just a manufacturer's agent.

If he does a good job of buying what the community wants and needs, he will stay in business. In fact, he cannot be chased out or scared out. That, I believe, is the answer to the frequent question, "Can the lone retailer survive?"

The modern merchant cannot afford to be carried away by the lure of the nationally advertised brands. He must maintain his balance. The wise merchant is neither prejudiced against nor finally committed to the use of branded merchandise. He will buy for his community, for his customers, for Mrs. Jones, for Mrs. Green, and for Mrs. Brown. He will not be tempted to give an order simply because everybody is doing it, or because there are pages of great national magazines devoted to the virtues of the product.

It is much easier to take direction from the other end of the distribution scheme and to become the manufacturer's outlet or agent in some line. This may be worked out successfully in some cases but not for most low price merchandise. Either the public or the manufacturer will be the merchant's boss.

## Individuality Saves Business

THE position of the grocers today proves how easy it is to swing to the other extreme. The independent groceries most easily hit by chain competition are those with no individuality. The manufacturers are not quite playing fair with their independent customers and with their wholesalers when they cut prices on large orders to chains to such an extent that the chains are able to offer the same merchandise the independents handle at consistently lower levels.

When a bottle of ketchup sells for 25 cents in an independent grocery and the

same bottle is offered for 17 cents in the chain next door, it doesn't take many guesses to figure out which will do the ketchup business for the community. Spread this same factor out over almost all the merchandise the independent carries and the results are disastrous to him.

Possibly the independent grocers could not have found a way out of this situation. Maybe they had to handle such a large percentage of nationally advertised goods. They are in part the helpless victims of big manufacturers.

The only safeguard for the merchant in any line is the customer and her needs and desires. I say "her" because it is Mrs. America who does the spending. Consumer demand can be gauged. Some independents are doing a good job of this. Much remains to be done but it is a study which must be made and the merchant is the best one to do it, either for himself or through group action.

Since a good merchant thinks in terms of purchases by customers, he cannot be



IF HE does a good job of buying what the public wants, the merchant cannot be chased out of business or scared out. The customer is his safeguard and as long as he meets her needs and desires he will stay in business and prosper.

The wise merchant will not be bludgeoned into ordering merchandise because it is nationally advertised. He is the purchasing agent for his community



# Brand That Counts

CARTOONS BY LOUIS FANCHER

unduly concerned over whether or not his merchandise has attached to it a little blue label with the name of some nationally known manufacturer on it. Every merchant knows that nationally advertised goods are usually safe. On the other hand, every wise merchant knows that nationally known products are not always the highest in quality in that particular line. The price is likely to be relatively high.

If national advertising has created an irresistible demand, the merchant would be foolish to try to check it even though the profit was slight and the merchandise of doubtful value. He cannot ignore it, but he can let the consumer demand take care of the sales and turn his efforts toward more profitable items.

## Advertising May Create Demand

IT IS quite possible for the manufacturer and the advertising agent, working in cooperation, to establish consumer demand. Until a product is fabricated and

placed on the market there can be no demand in evidence. There was no demand for the automobile in 1850 or for the radio in 1900. However, not all merchandise designed by manufacturers and promoted by advertising men achieves the success of the automobile or of the radio.

The present generation is the first to be worried much about the terrors of the human breath which the owner himself cannot detect. Advertising created a consumer demand which has done wonders for the volume of the manufacturer. The alert merchant can but keep in step, and have the article when asked for it.

Many ailments of the teeth and mouth have been brought to the public's attention through advertising, and the sales of several preparations have been stimulated accordingly. A widely known soap was not so successful as its sponsors cared to have it until some bright young man in an advertising office suddenly discovered that it did wonders for body odor. Now its sales are enormous.

With such demands created, whether artificially or not, the merchant can do nothing but stock the merchandise and make whatever he can on it. The greater the demand, the smaller his percentage of profit is likely to be. He need not, however, carry such goods to the exclusion of more profitable items because the general public is not influenced by advertising beyond a certain point.

## The Retailer Gets the Blame

WITH almost all merchandise the responsibility of pleasing the purchaser lies with the retailer. An automobile is of course an exception. A ready-made suit, a woman's hat, food, hardware—in fact about everything the average household buys—any of these things will be returned promptly to the retailer if anything is wrong with the quality.

No matter what goes wrong with merchandise after it is purchased the retailer gets the blame. If the full responsibility for the merchandise sold rests with the merchant is he not justified in making the most of his own individuality and capitalizing on it?

Good will is as definite and as valuable



an asset for the small merchant as it is for the huge automotive manufacturing plant.

I am convinced that consumer demand will be the touchstone for both manufacturer and distributor in the future. Every manufacturer is to some degree a distributor, but only recently has the latter function been given really thoughtful consideration. The process of manufacture is extremely skillful in many cases. Every step is carefully charted and tested for efficiency.

One point has too often escaped the manufacturer, however; the question of how to make a product has taken precedence over what to make.

We have mass production that is truly amazing. A difficulty enters in distributing millions of units. If the market for each unit already exists, it is a routine matter to dispose of all at a fair profit for all. If the public has to be told about the product, it makes the job a little more difficult. If the public has to be told about the product, and then coaxed and pleaded and cajoled into buying, then the job of distributing becomes enormous and expensive.

If there was no such thing as style, how simple it all would be! Then manufacturers would always make the right thing, and retailers would have no mark-down sales, because they couldn't make mistakes. But style there is, and we have to

make the best of it. Style makes the business world more dangerous but infinitely more fascinating.

### Retailers Should Set Style

YET even style can be determined in advance. It is largely done by manufacturers. In some cases they are doing a fine job. In some cases they miss. The biggest reason why manufacturers fix the styles as they do is because they have always been accustomed to so doing. As a matter of fact, both the wholesaler and the retailer are in a better natural position to gauge consumer demand and to set the machinery in operation to meet it. The buyer rather than the seller is the one who determines the nature of the product.

Buying skill on a merchant's part does not necessarily imply ability to drive a hard bargain. Price will always be secondary to the question of whether or not an item should be stocked. Nothing is a bargain if it won't sell. Even if given to the merchant, goods will pay him no profit until he has the customer's money for them. If the type and quality of the merchandise are right the price will be. Competition sees to that.

Chain stores have been criticized because they are in a position to buy in volume and obtain volume prices. Even so, they do not buy on price alone. If the

only appeal which can be made for merchandise is that it is cheap then the chains will not take it for the public will not either.

The most skillful buyers sometimes make mistakes. There is no royal road to profits and much must be done on a trial and error basis. Particularly is this true in the introduction of new merchandise. Every merchant worth the name has to send up "trial balloons" occasionally.

Suppose a buyer orders a dozen colors of a good line of printed material. The season is good, and the public takes a real interest in what he has to offer. It is quite possible that when the public interest has changed to something else he will find that green just did not go over. That was a fact he had no way of guessing beforehand, and the only thing left to do is to move the rest of the green before it eats its head off in rent and interest.

In my opinion, price should be set, wherever possible, by the retailer. Selling for no profit cannot be extended far. The grocer may handle sugar as a convenience item but such a procedure cannot be carried on in many other lines.

If a large oil company is inclined to start a price war, the only thing its competitors can do is to lower prices. Then it becomes either a short, no-decision battle, quickly ended, or a long-drawn-out war,

(Continued on page 140)



Until a product is fabricated and placed on the market there can be no demand for it. There was no demand for the automobile in 1850 or for the radio in 1900





The farmer devotes his time to a filling station while ma and the girls run a hot dog stand

# Three Billion Dollars Go Touring

By CHARLES FREDERICK CARTER

DECORATIONS BY GEORGE ILLIAN

**W**HEN does, or should, an infant industry attain the dignity of long pants?

Take, for example, Our Infant Tourist Industry, an enterprise, or congeries of enterprises, the first feeble wail of which was heard after small boys had ceased to yell "get a horse" at self-conscious automobilists, yet which now earns more than three per cent of the national income without ever getting its name in the papers

In a land which boasts of its billions of associations and organizations, each with its annual convention and banquet, Our Infant Tourist Industry has never had so much as a luncheon.

The steel industry had its Morgan, the motor industry its Durant; but no eligible young promoter has ever asked to set

up with the thriving Tourist Industry.

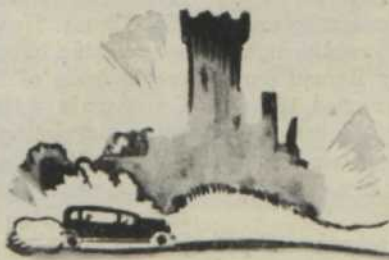
If we can believe Mr. Webster, a "tourist" is "one who makes a tour, especially one who travels from place to place for pleasure or culture." The term "tourist industry" was imported from Switzerland. As tourists are that republic's only visible means of support, the natives are probably justified in regarding them as an industry. It certainly seems to be a profitable one for 400,000 American tourists left \$770,000,000 in Switzerland and elsewhere in Europe during 1927. But we were talking about our tourist industry at home.

Hotels may be regarded as the founda-

tion upon which the tourist industry rests. Investigation of the tourist industry, therefore, properly begins with hotels. When I tell you that upperclass automobile tourists, that is, the kind that habitually stops at hotels, paid out \$2,420,000,000 last year you ought to be impressed. I know this to be a fact because I read it in a motor journal.

When I add that this "gigantic total," as the motor journal called it, was almost double the gross revenues of all hotels in the United States you will, or should be, simply paralyzed.

It may not be amiss to add that the American Hotel As-





sociation, being devoid of imagination, employed certified public accountants to analyze the hotel industry.

These accountants ranked hotels ninth in America's leading 21 industries, with gross annual sales of \$1,315,000,000. Of the total, 55 per cent was contributed by commercial travelers, 15 per cent was derived from permanent residents and from apartment hotels, 15 per cent from guests of resort hotels and 15 per cent from tourists stopping at commercial hotels. In other words, hotels derive \$400,000,000, or 30 per cent of their revenue from those who travel for pleasure or culture.

The accountants further disclosed that of each dollar spent locally by tourists the hotels received only 23 cents. If \$400,000,000 was 23 per cent of the sum spent locally by tourists it follows that they must have spent in restaurants, retail stores, garages, and theaters and for miscellaneous superfluities \$1,339,130,400. This makes a total of \$1,739,130,400 spent locally by tourists.

In trying to ascertain what it costs tourists to travel the figures become somewhat blurred. A large proportion of automobile tourists do not patronize hotels, but sleep under their own canvas or in lodgings at municipal camps. No statistics whatever are available on the expenditures of automobile tourists patronizing hotels or camps. We do know, however, that motor-car traveling costs money.

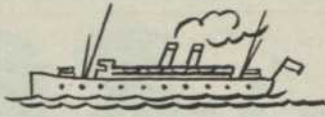
The automobile fan who, in figuring the cost of his tour, can remember only the last 10 gallons of gas he bought would be shocked to hear that tests at Iowa State College with 11 cars ranging in price from \$400 to \$1,800 put the average cost of operating a car at ten cents a mile.

### Most Travelers Are Tourists

RAILROAD passengers have not yet been classified statistically. When a man buys a ticket the ticket seller is not allowed to ask whether the purchaser is going to spend a few months with his wife's relatives or whether he is going to pay his own board.

But at any rate we have some clues that may help. Californians, Inc., of San Francisco, find that of 525,000 tourists from other states visiting the Golden State annually 38 per cent arrive by rail, 60 per cent by motor car and 2 per cent by water. On the other edge of the continent, the State of Maine Publicity Bureau found that, of 3,353 tourists questioned, 16.3 per cent arrived by rail, 14.6 per cent by water and the rest by motor car. It seems conservative to average these geographical findings.

Of railroad passenger revenues 27 per



cent would be \$263,221,208; of Pullman berth and seat revenues, \$23,487,088. This makes a rail transportation bill of \$286,708,296 paid by

tourists to travel from place to place for pleasure or culture. This brings the gross revenues of Our Infant Tourist Industry up to \$2,025,838,700, with returns from motor-car and water transportation still missing. As there is no way of ascertaining, even approximately, what these amounts may be, suppose we assume that they, together with other unconsidered

way has a sign out, "Rooms for Tourists."

No wonder the agricultural industry is languishing when the farmer and the hired hand devote their time to operating a filling station and repair shop, while ma and the girls run a hot-dog stand.

Attractions which lure so many estimable citizens from their happy homes are as diversified as human nature itself. Many go in for historical interest.

A typical case relates to the publicity manager of a railroad which shall be nameless here who, visiting the studio of a sculptor friend, spied a dusty statue, apparently of a female in what might pass for a Norman costume of the seventeenth century.

"What is that?" he asked.

"Oh, that was a waste of time."

"I'll give you ten dollars for it."

"Give me the money quick, before you change your mind."

The deal was consummated. The statue was set up within reasonable distance of what may have been known as Acadia and duly dedicated as "Evangeline," heroine of Longfellow's immortal poem. The railroad company sold tickets enough for the dedication to pay the entire cost of the whole project. Since then the road has had a steady source of income from pilgrims who go to weep over Evangeline's woes.

The same scheme has been developed by a railroad serving tourist traffic to a canyon in southwestern

Utah. A series of 1,400 steps cut in the rock, supplemented by a couple of ladders and 2,000 feet of hand cable enables tourists with sufficient endurance to climb the vertical walls of the canyon to the rim, where a bulletin board stands upon which they may write their names. Nothing but death will prevent those tourists from returning annually to see if their names are still there.

To another division of the tourist army, scenery makes the dominant appeal. Scenery, to be worth bothering with, must be accompanied by guides to tell the tourist what to admire. This was exemplified by a visitor to Rocky Mountain Park, where every prospect pleases, who thus addressed a landlord:

"Say, Mister, they tell me there's a lot of fine scenery around here. Will you please point it out to me?"

The same idea was expressed by a Mormon pioneer when Zion National Park was first opened to tourist travel in 1917. After watching with interest the performances of the early visitors, he remarked to the tourist camp manager:

"I've lived here 60 years and I've been seein' them rocks all my life and never took much notice of them. But since you all have been makin' such a fuss about them, 'pears to me they do look kind o' nice."

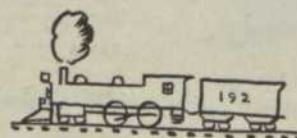
They set up the statue, tourists weep at its base



millions, suffice to bring the grand total up to \$3,000,000,000, or 3.3 per cent of our national income, which according to the Bureau of Internal Revenue, was \$90,000,000,000 in 1926.

The same accountant who analyzed the hotel industry for the American Hotel Association pursued the tourists' dollar relentlessly to its ultimate lair. After showing that the hotels received only 23 cents of the tourists' dollar spent locally, he found that of the hotels' 23 cents 31 per cent went to pay salaries and wages; 19.5 per cent to buy food, beverages and cigars; 6 per cent for real estate taxes; 10.8 per cent for interest on mortgages, and 23.6 per cent for sundry expenses—all spent locally. If this be added to the 77 cents that the tourist personally distributed locally it will be seen that the tourist industry is decidedly a neighborhood affair.

This three billion dollars is showered upon the just and the unjust from the rock-bound coast of Maine to San Diego's silver strand; and from the Soo to the Rio Grande. New England contrives to secure half a billion of the total; the lower peninsula of Michigan \$240,000,000, California \$160,000,000. Every state in the Union gets a share of this easy money—in fact, nearly every farmhouse and village home within sight of an improved high-





Our paternal Government was very slow to take the hint; but at last it has waked up and now we have the most comprehensive and most efficiently operated government scenery on earth. The first duty of forest rangers stationed in national parks is to show tourists what to admire and to supplement tips on scenery with simple lessons on botany, zoology and geology, so that visitors may leave feeling that they have received full value for their money. As for the rangers, they earn their salaries; they certainly do!

Next time anyone tries to tell you that government always fails in business remind him that attendance at national parks has trebled since the rangers took up their new duty of coaching tourists on what to see; 1,007,335 visitors in 1921 as compared with 3,024,844 in 1928. In other words, visitors to national parks last season were more than six times as numerous as tourists to Europe.

### The Call of the Wild

AFTER being fed on Zane Grey and Tom Mix, many otherwise estimable citizens yearn for a debauch in the wild and woolly West where men are said to be more or less masculine. They feel that they simply must fill up on sarsaparilla and ginger ale and shoot out the lights in the ice-cream parlor.

The response to this primal urge is the dude ranch on which the price of board is \$40 to \$150 a week. The difference in rates is based on the proprietor's guess at how much the guest will stand for. The price of board always includes a saddle horse and a nurse, not for the horse, you understand, but for the tourist. If the nurse knows his business the dude rancher, fully accoutered in ten-gallon hat, chaps, red bandanna and two guns, can nearly always stay on his horse long enough to have his photograph taken to be sent back home.

Dude ranches have become a positive craze. There are no fewer than 104 of them along the line of the Northern Pacific and a proportionate number along all other roads in the West and Southwest—except that in the latter region the dude ranch is replaced by the "guest ranch," which sounds more exclusive. One always expects to pay for exclusiveness, you know. Now you can understand why the price of beef is higher than at any time in the last eight years. Those ranchmen are stocking the ranges with dudes instead of with cattle.

You must not get the idea that everybody is taking to the dude ranches. No, indeed! Twelve million free-born American citizens go to Atlantic City annually to watch the 11,999,999 others parade on the board walk. That is rather a longish stretch for one not accustomed to walking, but one is obliged to cover the entire seven miles several times daily

because otherwise he might not be seen and reported by somebody else from the home town.

There are 1,343 hotels and boarding houses in Atlantic City, the proprietors of none being in business for their health. You can let your imagination run riot on the probable aggregate annual value of the tourist industry to Atlantic City. In this connection remember that the beach from Asbury Park to Cape May is lined with throngs unable to get in on the Atlantic City board walk. Not for nothing does the little state of New Jersey rank fifth in the number of hotel rooms.

After all, the supreme tourist attraction of America is not the national parks, nor the dude ranch, nor Atlantic City, but New York City. While New York is not to be denied a certain degree of financial and commercial importance, it is as the Capital of Joyland that it is enshrined in the fond anticipations of multitudes.

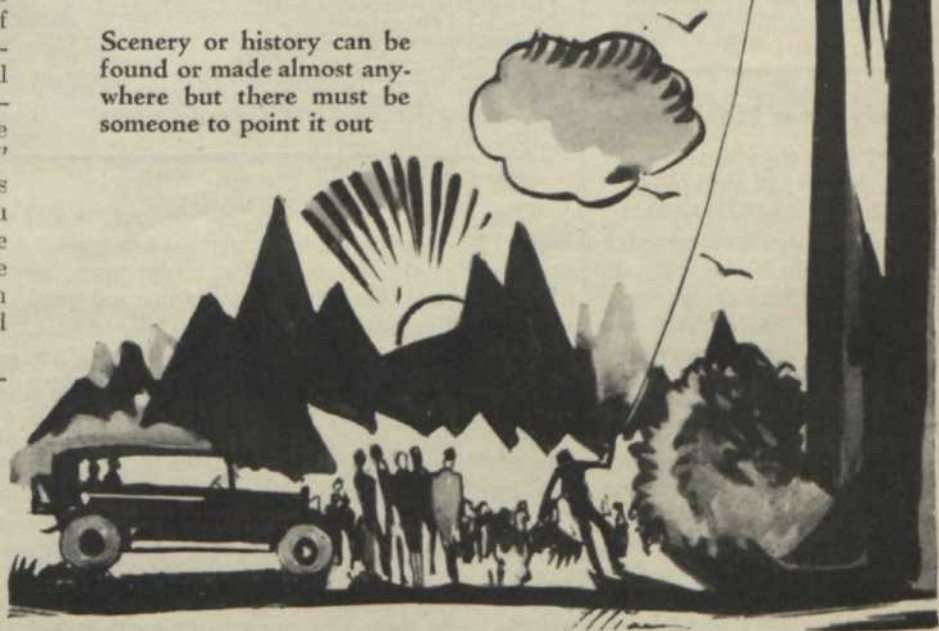
This, however, is between you and me. Most people come to New York on Business, and don't forget to spell it with a capital "B." But with judicious management a dime's worth of Business can be made to last quite a spell—usually as long as the available supply of cash. That usually isn't very long.

If you were to ask a New Yorker, who might be supposed to know, how much the tourist industry was worth annually to the metropolis he would refuse to answer on the usual statutory grounds; but you would be safe in placing the total at more than the sum attributed to New England.

In short, while no human being knows nor can find out what the annual turnover of the tourist industry may be, since no statistics are kept on its multifarious ramifications, the more one studies the subject the more clearly does it seem that the estimate here given of three billion dollars is conservative.

Anyway, a few cents either way would not make much difference.

Scenery or history can be found or made almost anywhere but there must be someone to point it out





# The Map of the Nation's Business

By FRANK GREENE

Managing Editor, Bradstreet's

## BUSINESS INDICATORS

Latest month of 1929 and the same month of 1928 and 1927 compared with the same month of 1926

	Latest Month Available	Same Month 1926 = 100%		
		1929	1928	1927
<i>Production and Mill Consumption</i>				
Pig Iron.....	April	106	92	99
Steel Ingots.....	April	120	109	105
Copper—Mine (U.S.).....	April	128	95	97
Zinc—Primary.....	April	102	100	97
Coal—Bituminous.....	April*	95	84	87
Petroleum.....	April*	132	119	121
Electrical Energy.....	March	132	117	111
Cotton Consumption.....	April	113	94	109
Automobiles.....	April*	135	97	94
Rubber Tires.....	March	147	128	115
Cement—Portland.....	March	96	98	110
<i>Construction</i>				
Contracts Awarded—36 States—Dollar Values.....	April	113	118	106
Contracts Awarded—36 States—Square Feet.....	April	98	114	96
<i>Labor</i>				
Factory Employment (U.S.)—F. R. B.....	March	96	92	97
Factory Pay Roll (U.S.)—F. R. B.....	March	100	93	97
Wages—Per Capita (N.Y.).....	March	105	102	103
<i>Transportation</i>				
Freight Car Loadings.....	April*	104	68	102
Gross Operating Revenues.....	March	97	95	100
Net Operating Income.....	March	103	96	100
<i>Trade—Domestic</i>				
Bank Debits—New York City.....	April*	156	143	109
Bank Debits—Outside.....	April*	111	105	104
Business Failures—Number.....	April	103	93	101
Business Failures—Liabilities.....	April	92	90	101
Department Store Sales—F. R. B.....	April*	102	89	108
Five and Ten Cent Store Sales—4 Chains.....	April	123	121	121
Mail Order House Sales—2 Houses.....	April	113	103	105
Wholesale Trade F. R. B.....	March	94	93	96
<i>Trade—Foreign</i>				
Exports.....	March	129	112	109
Imports.....	March	87	86	85
<i>Finance</i>				
Stock Prices—30 Industrials.....	April	219	151	117
Stock Prices—20 Railroads.....	April	141	133	123
Number of Shares Traded in.....	April	256	297	161
Bond Prices—40 Bonds.....	April	100	105	103
Value of Bonds Sold.....	April	72	106	106
New Corporate Capital Issues—Domestic.....	April	115	187	104
Interest Rates—Commercial Paper, 4-6 Months.....	April	140	105	98
<i>Wholesale Prices</i>				
U. S. Bureau of Labor Statistics.....	March	97	96	94
Bradstreet's.....	April	99	105	97
Dun's.....	April	100	105	97
<i>Retail Purchasing Power, July 1914 = 100</i>				
		Mar. 1929	Mar. 1928	Mar. 1927
Purchasing Power of the Retail Dollar.....		63	62	61
Purchasing Power of the Clothing Dollar.....		60	58	58
Purchasing Power of the Food Dollar.....		65	66	65
Purchasing Power of the Rent Dollar.....		63	61	58

(\*) Preliminary.

(†) Excl. Boston, Cleveland, Chicago, Los Angeles, Philadelphia, Detroit, San Francisco, and New York.

Prepared for Nation's Business by the Statistical Dept. Western Electric Co., Inc.

**A**PRIL'S trade and industrial report was a fairly cheerful one, in some, not all, respects, quite as satisfactory indeed as that for March. This is to be said, of course with knowledge of the fact that Easter buying this year was concentrated in the earlier month; that weather conditions in April rather seemed to get on most people's, but especially on buyers', nerves; that prices of most farm products moved quite sharply downward; that because of a mistaken policy of holding wheat for higher prices, unsold supplies of that cereal congested all storage points and that high money rates and the psychological effects induced thereby caused some degree of caution in the making of new business commitments.

### Heavy Lines Hold Up

IT IS true that distributive trade fell off from March, but outside of building and perhaps cotton goods buying and manufacturing, the reaction did not seem very heavy from the earlier month and left comparisons with a year ago still favoring the month just closed.

The so-called heavy industries as a whole held up well as compared with March and easily exceeded the records they made in the same month a year ago. Because of the good showing made by most of the factory industries and especially the heavy lines, iron and steel and related lines such as automobile manufacturing, agricultural implement and machine tool making and electrical attach-

ments, particularly merchandise specialties of the latter such as refrigerators, led most other industries in volume and speed of output.

In the cotton industry the one and two-fifths cent drop in raw material prices plus weather conditions tended to reduce sales of cotton goods and produce in April, a marked contrast with recently preceding months when sales and shipments were heavy. The weather was a bar to activity in most apparel lines, this including shoe manufacturing and sales. In coal, buying and mining both receded, and there was some curtailment in the

output and sales of paper and of furniture.

High water in streams, fears of floods, disastrous wind storms, the imposition of a quarantine against the Mediterranean fruit fly in central Florida, damage by frosts to fruit crops in California, snows in early May in the Central West and Northwest, continuance of strikes at textile mills in several southern states, a sharp break of six cents a pound in prices of copper with sympathetic weakness in other non-ferrous metals and weakness in wool prices with buying of this product naturally slowed, were among the more prominent local drawbacks to fullest activities in various sections.

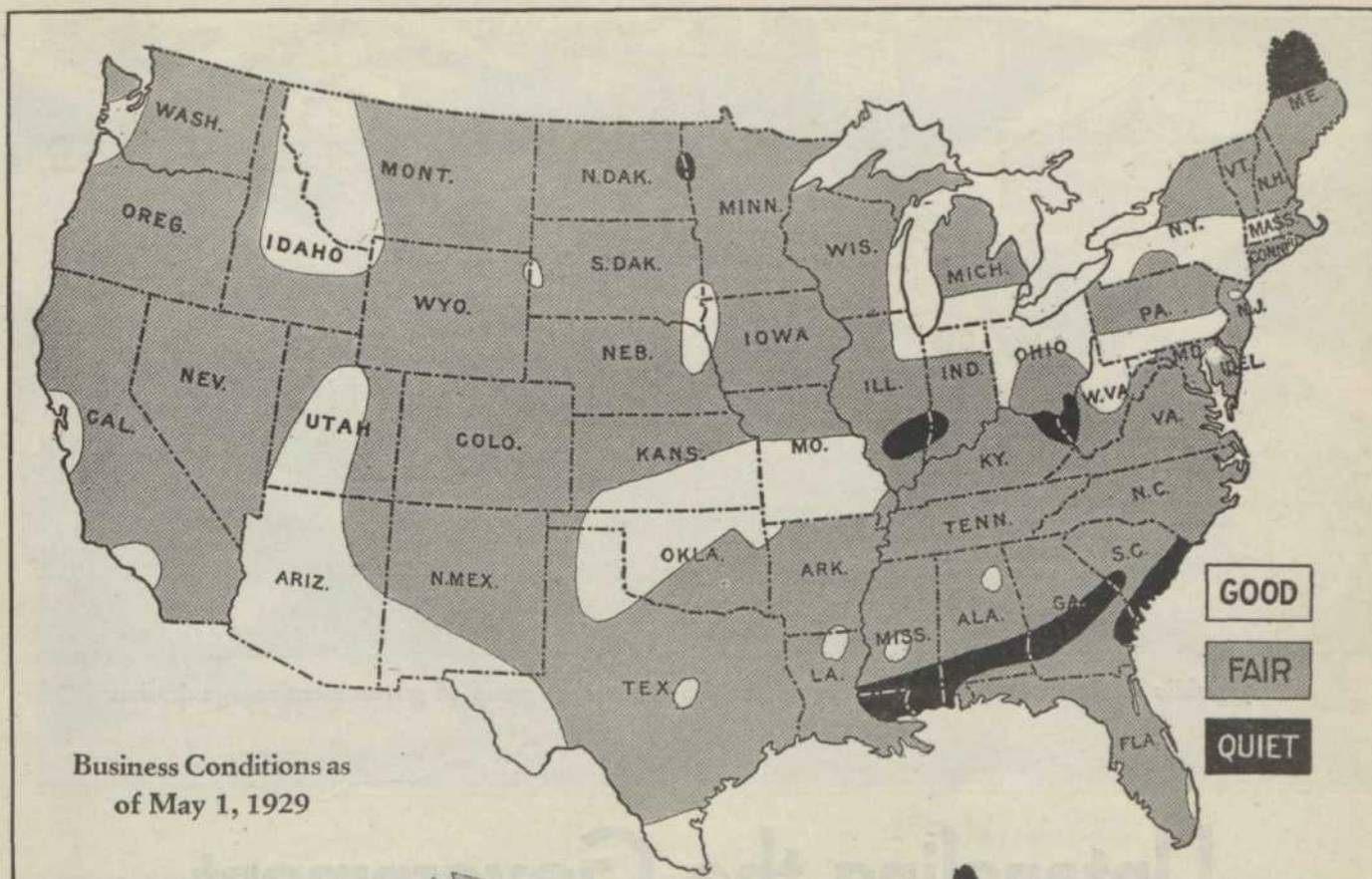
### Weather Was Variable

OF APRIL weather it may be said particularly that the highest temperatures in half a century in that month in some areas were closely followed by freezes while frequent, though not record, rainfalls retarded

farm work and spring seeding especially of oats and corn. These conditions which were projected over into the early part of May, while making for a slow start in crop work, were favorable to the growth of grain sown last Fall and to the issuance of high estimates of condition and possible yields of winter wheat while also insuring a copious supply of moisture for such crops as spring wheat and oats as were actually planted.

The available statistics of trade distribution for April show a gain in mail-order sales of 4 per cent over March and of 38.7 per cent over April a year ago. Chain stores





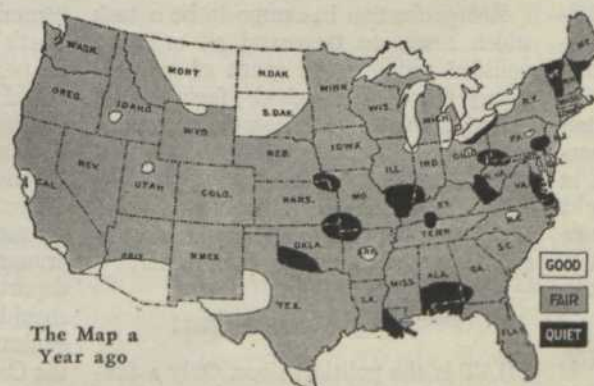
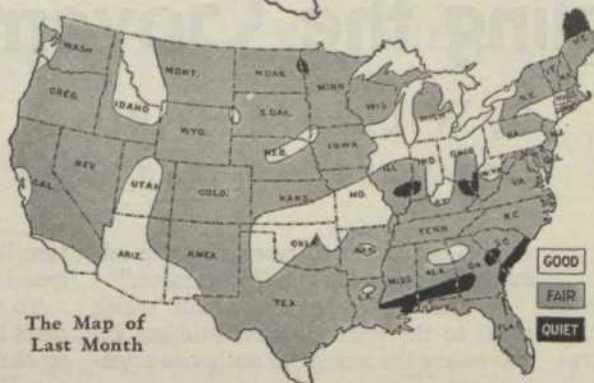
on the other hand, while showing a decrease of ten per cent from March registered an increase of 8.8 per cent over April, 1928. The two lines combined showed a decrease of five per cent from March but a gain of 19 per cent over April last year.

The large increase in mail order house sales in the face of declining prices for most farm products may perhaps be a reflection of the evolution of the mail-order line, into chain organizations themselves whereas the chains proper are now comparing with large totals a year ago, this tending to reduce the influence of the starting of new stores.

### Store Sales Gain

DEPARTMENT store sales for April showed a gain of 2.6 per cent over April a year ago when a decrease of 8.4 per cent was shown from April, 1927. Increases were reported over last year in all but two of the Federal Reserve groups, and out of 464 stores, 228 reported gains over a year ago.

Remarks anent the high level of activity in March and the first quarter seem hardly necessary now but it may be re-



**LITTLE CHANGE** from the conditions prevailing during April is indicated on this month's business map.

The territory west of the Mississippi maintains its impressive showing, conditions continuing fair to good over almost the entire area. Conditions east of the Mississippi are somewhat spottier, with about the same areas still in the black

marked that returns of net earnings by reporting concerns for the first quarter showed a gain in the aggregate of 25 per cent over the like quarter of 1928.

### Money Fluctuates

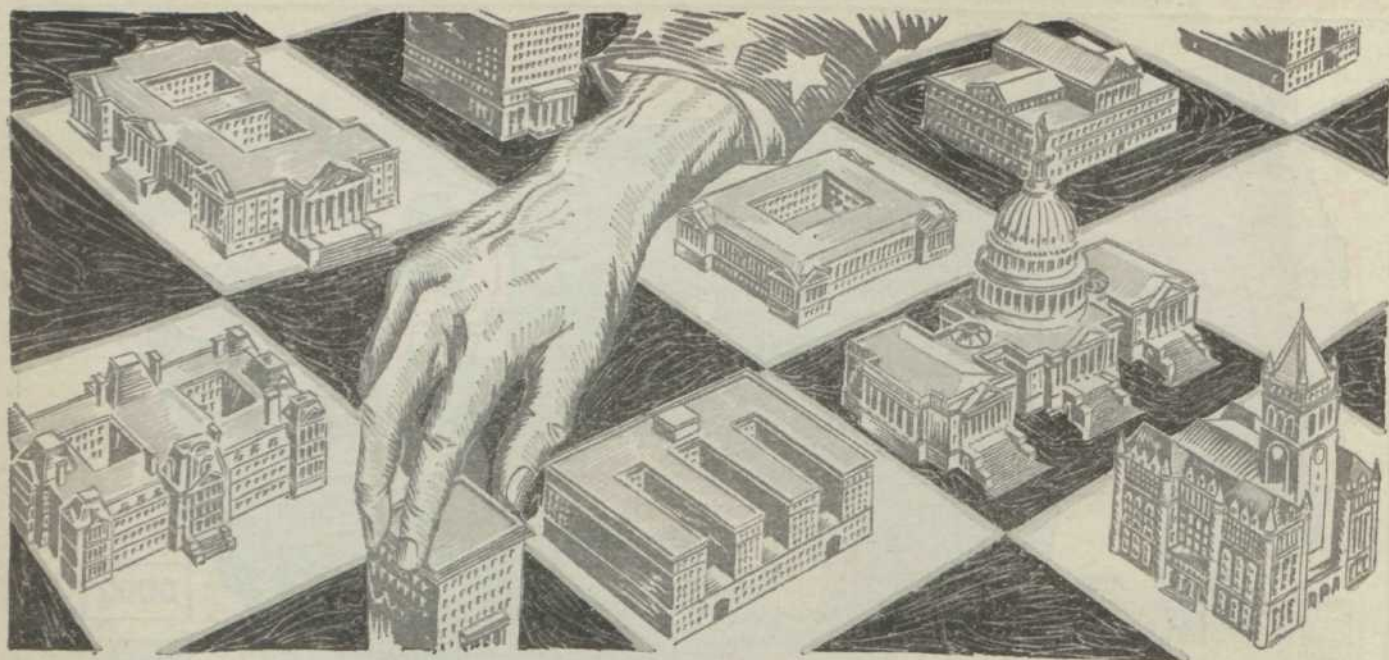
THE money market showed a remarkable set of fluctuations in call money and in collateral time loans during the six weeks from late March to and including the week ending May 9. Thus the rates for call loans were 15 @ 6 per cent in the first week, 10 @ 7 per cent in the second week, 9 @ 7 per cent in the third week, 16 @ 7½ per cent in the fourth week, 15 @ 10 per cent in the fifth week and 14 @ 10 per cent in the sixth week.

In collateral loans the range was 9 @ 8¾ per cent early, dropping to 8¼ @ 8 per cent in the fifth week but rising to 8¾ @ 8½ per cent in the sixth week. Bank acceptances dropped one-eighth to one-fourth early but regained it all in the last week under review.

As regards some of the statistical returns for April it may be said failures increased 3.9 per cent while liabilities fell

(Continued on page 190)





Only public sentiment can force politics out of the giant chess game of government reorganization

# Untangling the Government

By WILLIAM HARD

ILLUSTRATIONS BY GEORGE A. LOHR

## PART IV

**I**N THESE articles we have discussed federal reorganization in the light, it may be optimistically hoped, of reason. We must now begin to discuss it in the light also of political possibility, which, since it revolves around human relationships, is not always entirely reasonable.

We confront today in Washington what might be called an overdue reorganization account. Reorganization is in arrears. Individual changes which might have been made from time to time have been allowed to accumulate into a sort of vast deadlock. Only a drastic blow can break this deadlock.

To support the blow, an understanding and sympathetic public sentiment is needed. The failure to reorganize the Federal Government is today the taxpayer's largest unredressed burden. The chipping off of nickels from the costs of the executive departments and independent establishments as now organized has approached its limit. Reorganization is the next large-scale step in economy. President Hoover has put the matter compactly by saying:

"Congress courageously removed the Civil Service from politics. It created the budget. It established the Classification Act. The remaining great step is to au-

thorize somebody to reorganize the administrative arm of the Government."

In that statement the words which point to the great political problem involved are the words "to authorize somebody."

Reorganization has come to be a task which seems to transcend all ordinary political processes. A grant of extraordinary power, to somebody, for a limited period, seems to have become necessary. Congress has been unable to accomplish reorganization by detailed legislative act. Will it be willing—for a limited period—to delegate the task to an individual or to an independent group of individuals?

### Harding Made a Start

THAT is the political issue. Only a favorable public sentiment in the national community—and particularly in the business part of the national community—can determine that issue in the affirmative. The reasons for such a judgment can be abundantly found in the recent political history of the national capital. That history is as replete with humor as it is with instruction.

President Harding entered office in 1921 with a soul aflame for reorganization. Reorganization, even then, was overdue by many years. President Harding nobly undertook to catch up with it, cap-

ture it and cage it as one of the instant grand trophies of his administration.

To that end he promoted the appointment by Congress of a "Joint Committee on the Reorganization of the Administrative Branch of the Government." On this committee were Senators Smoot, Wadsworth and Harrison and Representatives Mapes, Temple and Moore. To it was added a chairman named directly by the President. That chairman was Walter F. Brown of Ohio, now President Hoover's Postmaster General.

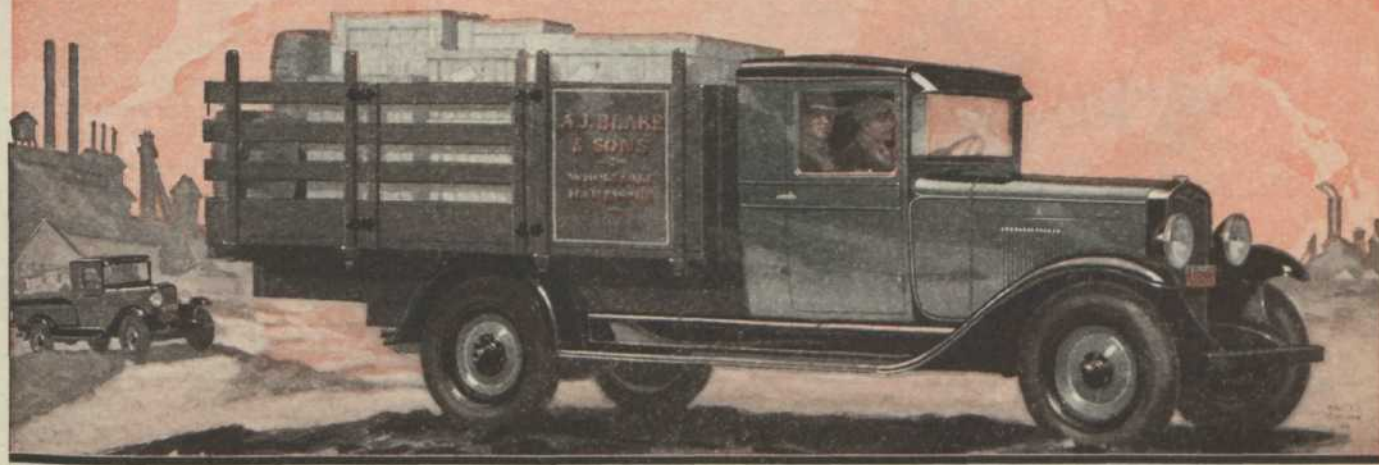
President Harding proceeded then to lay the administrative branch of the Government under a stern command. Each department in the administrative branch should arrive at its views regarding reorganization. All departments together, in the Cabinet, should arrive at a combined view. Any audacious bureaucrat in the employ of any department who then went before the congressional Joint Committee and propounded any contrary view would be disciplined so severely that the mere detonation of the blow would blast him straight out of the federal service into the deep and dark abyss of private life.

That seemed magnificent. Saladin with his scimitar was the picture on the federal bureaucratic future. Everything seemed set for a deed of desperate daring and remorseless effectiveness.

In that atmosphere a perfectly splen-



for Economical Transportation

Chevrolet 1 1/2 Ton Chassis with Cab  
equipped with Stake Body.

## A Six-Cylinder Truck with the Economy of the four—to meet modern business needs

Crowded traffic conditions today demand six-cylinder performance—with its greater flexibility, greater reserve power, higher speed and swifter acceleration. And now—for the first time in commercial car history—this desirable six-cylinder performance has been made available with the economy of the four. For the new six-cylinder Chevrolet trucks are not only offered *in the price range of the four*—but they are as economical to operate as

their famous four-cylinder predecessors! Both the Light Delivery and the 1 1/2 Ton Utility Chassis are available with an unusually wide selection of body types—and among them is one exactly suited to your requirements. See your nearest Chevrolet dealer. He will gladly arrange a trial load demonstration—load the truck as you would load it, and drive it over the roads your truck must travel in a regular day's work.

Sedan  
Delivery ..... \$595Light Delivery  
Chassis ..... \$4001 1/2 Ton  
Chassis ..... \$5451 1/2 Ton Chassis  
with Cab ..... \$650

All prices f. o. b. factory, Flint, Michigan

CHEVROLET MOTOR COMPANY, DETROIT, MICHIGAN

Division of General Motors Corporation

**A SIX IN THE PRICE RANGE OF THE FOUR!**

When buying a CHEVROLET please mention Nation's Business to the dealer





The War Department and the Navy Department agreed upon only a single point—that the President's plan was ridiculous

did chart was made. It enlisted the admiration of the President and of Mr. Brown. One side of this chart displayed the groupings of bureaus and offices and services as now in existence. The other displayed the groupings demanded, as was believed, by science and reason. A more comprehensive chart will never be devised.

The chart having been made, an equestrian—or some other servitor in the presidential retinue—conveyed it with official pomp to Capitol Hill and transmitted it to the Joint Committee.

### Mr. Weeks Wrecked the Chart

THE Joint Committee thereupon held hearings. The first witness was Secretary of War John W. Weeks. He was requested to look at the chart. He looked. He was then asked why the chart contained the recommendation that the War Department and the Navy Department should be combined into a Department of Defense.

Mr. Weeks' answer plunged the Committee into profound perplexity. He intimated that he did not know why this recommendation was in the chart. He said he was willing, however, to give the Committee a large number of reasons why it never should have been put there. The Committee encouraged him to proceed. He proceeded at great length to explain why, in his opinion, the combining of the War Department and the Navy Department into a Department of De-

fense was preposterous. He was followed by Secretary of the Navy Edwin Denby, who demonstrated at length and with heat that combining the War Department and the Navy Department into a Department of Defense was preposterous, ridiculous, impossible, reprehensible and outrageous.

Mr. Weeks had quoted voluminously from the high officers of the Army's General Staff. Mr. Denby quoted voluminously from the high officers of the Navy's General Board. It was perfectly apparent that these officers were in total disagreement with the President. It was also perfectly apparent that the President's Secretary of War and the President's Secretary of the Navy were wearing the colors not of the President but of their departments.

I happen to agree on the point in question with Mr. Weeks and Mr. Denby. I mention their testimony not to criticize it on the immediate proposition involved but to hold it up as a classical specimen of the kind of difficulty which has brought reorganization to a standstill.

That difficulty is that the departments bewilder Congress faster than the reorganizers can inform it.

Mr. Hoover has described the process succinctly:

"Every President from Roosevelt to Coolidge has urged upon Congress a reorganization of the executive arm of the Government. Commissions have been appointed. Congressional committees have investigated. Reports have been made. Cabinet officers express their feelings in

spirited annual reports with a circulation of a few hundred copies.

"More than once a complete program of reorganization has been formulated and put forward as a basis for general consideration. Practically every single item, however, in such a program has invariably met with the opposition of some vested official, or it has disturbed some vested habit and has offended some organized minority. It has aroused the paid propagandists.

"All these vested officials, vested habits and organized propaganda groups are in favor of every item of reorganization except that one which affects the bureau or the activity in which they are specially interested. No proposed change is so unimportant that it is not bitterly opposed by someone.

"In the aggregate these directors of vested habits surround Congress with a confusing fog of opposition. Meantime the inchoate voice of the public gets nowhere but to swear at 'bureaucracy.'"

That analysis sums up the situation to this moment. The testimony of Mr. Weeks and Mr. Denby before Mr. Brown's Joint Committee opened the gates to a flood of bureaucratic testimony which swept Mr. Brown's chart out to sea and sank it without trace.

The most tumultuous and the most protracted period of the hearings before the Joint Committee turned out to be that devoted not to any high major principle of reorganization but to the cries of the Hydrographic Office and of the Coast and Geodetic Survey.

These maritime agencies of the Federal Government had been heartened by observing President Harding's behavior. The President, upon noticing that his Secretary of War and his Secretary of the Navy had torn his reorganization plan to ribbons before the Joint Committee, had not remanded Mr. Weeks and Mr. Denby to private life. He had not court-martialed the Army's General Staff or the Navy's General Board. He had not dismissed the whole Army and Navy, which is pretty nearly what he would have had to do to prevent military and naval protests against a combined Department of Defense.

### Others Completed the Rout

INSTEAD, he departed more and more into a disinterested neutrality toward the whole subject—a neutrality subsequently quite strictly observed by his successor, Calvin Coolidge.

Seeing and admiring this policy of Mr. Coolidge, the gentlemen of the Hydrographic Office and of the Coast and Geodetic Survey advanced into position before the Joint Committee and there engaged in one of the prettiest and bloodiest battles ever fought between two contending bureaus in Washington.

The Hydrographic Office, in the Navy Department, provides navigators of ships





## These MASTERBUILT Floors Were Bought for Punishment —their SERVICE was a profitable surprise

To combine low initial cost with low maintenance cost in industrial floors, has seemed impossible to many plant owners. Yet the evidence is conclusive that Masterbuilt concrete floors, integrally hardened with Metalicron, a tough ductile aggregate, give just this value.

**I**N the plant of the Harnischfeger Corporation, Milwaukee, crawler trucks weighing 40 tons are assembled and tested on the floors. It has been the experience of this company that ordinary concrete floors would break down in three months. Under the abrasive wear of heavy steel treads, two wheelbarrows of concrete dust were worn off and removed in a day.

Then a Masterbuilt floor was put in. Today, when an ordinary

floor would have been badly ripped up, the Masterbuilt floor shows but slight signs of wear. In spots the surface is highly polished from continuous pounding but there is not a break or check in the entire structure.

These Masterbuilt floors, bought for punishment, have proved a profitable surprise. Costing but little more than plain concrete floors, their freedom from repairs and replacements makes them an investment that

returns dollar for dollar in serviceability and permanence.

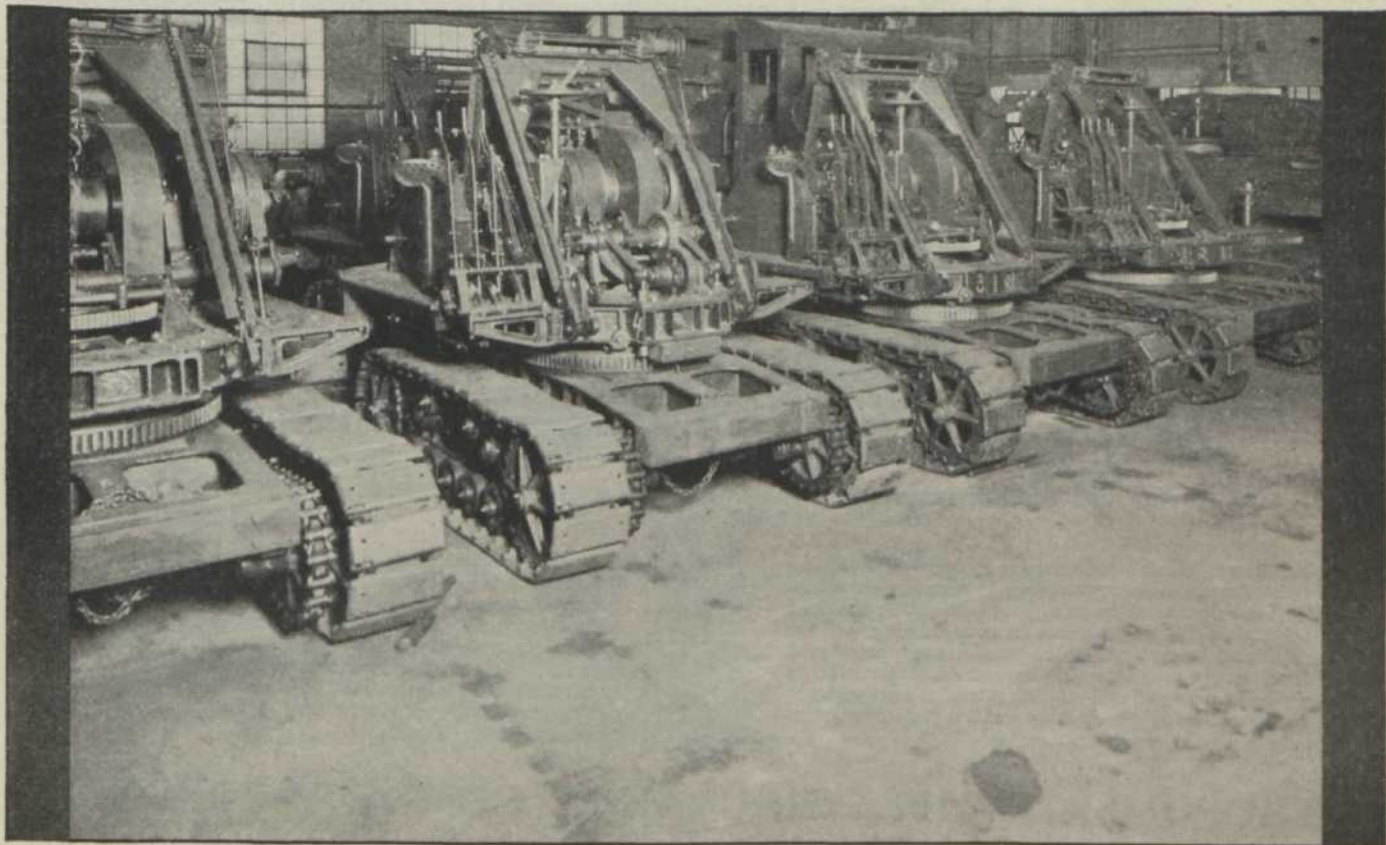
Any plant owner confronted with the problem of installing floors that are to carry heavy industrial traffic, will be interested in getting the facts as outlined in a 28-page book — "The Fifth Ingredient" — which describes the profitable floor investment.

Ask your secretary to send for a copy or to get the local Master Builders representative on the phone.

**THE MASTER**  
Sales Offices in 110 Cities

**BUILDERS COMPANY, Cleveland, Ohio**  
Factories at Cleveland, Ohio, Buffalo, N. Y. and Irvington, N. J.

*A Masterbuilt concrete floor in the plant of Harnischfeger Corporation, after months of service under the grind and pounding of 40-ton crawler trucks.*



When writing to THE MASTER BUILDERS COMPANY please mention Nation's Business



# Ready for a Drink?

"You're welcome. And it's the finest water in the world. I've been drinking it for 50 years."



© 1929 M. L. I. CO.

**C**LEAR, cold water from an old-fashioned well looks mighty tempting on a hot day. One might naturally think that if the owner of the well drinks the water it must be pure. But the fact that he has drunk the water without apparent harm does not prove that the water is pure. Science has discovered that a few individuals have been able to drink water more or less polluted with typhoid germs without contracting typhoid fever. But it is never safe for anyone to take immunity for granted.

Typhoid fever is a filth disease. It usually kills one out of every ten persons who have it. Until authorities responsible for the purity of drinking water, milk and other foods in cities and towns learned how to guard against typhoid, outbreaks of this disease scourged the country year after year.

There were no great typhoid scourges last year in the United States, yet approximately 65,000 persons were stricken needlessly with typhoid fever and 6,500 died.

Those who recover from typhoid fever are left in such physical condition that for about three years afterward the deathrate of such persons is twice the normal rate for the same ages.

Wherever cities protect their supply of drinking water from sewage or purify their water by chlorination the deathrate from typhoid drops. A marked reduction also takes place in communities where milk and food supplies are carefully protected and food handlers thoroughly inspected. But until this protection is general in cities, towns and villages and in country districts as well, typhoid inoculation is vitally necessary.

## Why risk typhoid fever when it can be prevented?

The story of inoculation which prevents typhoid fever is a brilliant page in the history of the many triumphs of science over disease.

During the Spanish-American War 281,000 of our men went into service. One out of every twelve contracted typhoid. In the World War there were 4,000,000 American soldiers, nearly all inoculated against typhoid. Although many of them were sent to typhoid-infected areas, only one out of every 3,700 had typhoid.

While typhoid fever frequently comes from drinking polluted water, it also comes from infected milk and various other contaminated foods, and from unsuspected "typhoid-carriers"—a few individuals who have recovered from the disease but who continue to carry the germs. When typhoid-carriers are employed as helpers in households, hotels or restaurants there is great danger that they will cause infection among those they serve.

Inoculations against typhoid fever are simple and leave no scar. They protect from two to five years. Why take chances? Be prepared for your motor, camping and hiking trips this year. Go to your doctor for the protection he can give.

Inoculation against typhoid is not the same as inoculation which prevents diphtheria or vaccination against smallpox. All three are necessary health protections at home and especially when traveling. The Metropolitan will be glad to mail, without cost, its booklet, "The Conquest of Typhoid Fever," to anyone who requests it. Address Booklet Department, 69-U, Metropolitan Life Insurance Company, New York.



**METROPOLITAN LIFE INSURANCE COMPANY—NEW YORK**  
Biggest in the World, More Assets, More Policyholders, More Insurance in force, More new Insurance each year

When writing to METROPOLITAN LIFE INSURANCE COMPANY please mention Nation's Business



with charts of waters abroad. The Coast and Geodetic Survey, in the Department of Commerce, provides navigators with charts of waters at home.

President Harding and Mr. Brown, while making their reorganization chart, had been struck with the idea that waters are waters and charts are charts, and that the Hydrographic Office and the Coast and Geodetic Survey should be combined to produce all charts of all waters from one centralized source. They proposed that this centralized source should be located in the Department of Commerce. They proposed, in other words, to put it roughly, that the Coast and Geodetic Survey should swallow the Hydrographic Office.

Repudiating and repelling this fate, Captain Bassett of the Hydrographic Office laid before the Joint Committee a vast wealth of information tending to convict the scientists of the Coast and Geodetic Survey of being seasick landlubbers quite unworthy of being allowed to converse with mariners. Colonel E. Lester Jones of the Coast and Geodetic Survey thereupon pointed out numerous rocks which he claimed that the Hydrographic Office had failed to notice in its charts of various gulfs and bays.

Captain Bassett pointed out, in return, the mountains and trees which he said that the Coast and Geodetic Survey put into its charts of gulfs and bays, and he expressed the opinion that these mountains and trees were disagreeable and even dangerous distractions to the distressed navigator.

When their exchanges of compliments on this wholly minor point in federal reorganization were over, they had consumed a little more than a quarter of all the time given by the Joint Committee to the total subject of reorganization, and their remarks now occupy approximately 30 per cent of the massive printed remains which the Committee has left behind it.

### Posterity Gets the Job

CAPTAIN BASSETT, additionally, was a first-rate, able-bodied political navigator on land. He substantiated the merits of the services of his Hydrographic Office to the ocean-going merchant ships by bringing in an enraged protest against the merging of the Hydrographic Office into the Coast and Geodetic Survey from the New York Produce Exchange. Also one from the New Orleans Board of Trade. Also one from the Duluth Kiwanis Club. Also one from the Portland (Ore.) Chamber of Commerce. Also one from the American Steamship Owners' Association. Also one from the Savannah Cotton Exchange. Also one from the Bay City (Mich.) Board of Commerce. Also one from the Galveston Commercial Association. Also one from each of about 20

other alarmed and indignant American institutions.

Thereupon the Joint Committee decided that the problem of navigational charts was knotty and embarrassing. It left the knot to be unraveled and the embarrassment to be survived, if possible, by posterity.

It showed a similar deference to the powers of posterity in almost every instance in which genuinely influential opposition arose to any proposed reorganizational change.

The result was that its ultimate recommendations, for the most part, were in the nature of a tentative and faltering leap, not over the stream of difficulty, but with a drowning splash right into it.

The Committee recognized the existence within the Federal Government of a Major Purpose of Engineering Construction and it recommended the establishment in the Interior Department of a Division of Public Works, headed by an assistant secretary; but it omitted from that Division the whole of the crucial and gigantic engineering construction activities conducted in our harbors and along our rivers by the War Department.

The Committee similarly recognized the existence of a Major Purpose of Conservation and it recommended the establishment in the Interior Department of a Division of Public Domain; but it omitted from that Division the whole of our most valuable and important area of public domain, our national forests, leaving them, as now, within the Department of Agriculture.



The statue of Freedom on the dome of the Nation's Capitol

The Department of Agriculture, with a considerable show of reason, and with a most impressive show of determination, maintained that the public domain as an entirety, including all our ordinary unappropriated public lands and all our irrigated reclaimed public lands and all our Indian lands and all our national parks, now in the Interior Department, should be consolidated under the jurisdiction of the Secretary of Agriculture.

The value of consolidation was thus admitted both by the champions of the Department of Agriculture and by the champions of the Department of the Interior. The question was—Which Department should possess the consolidation?

The Committee, by a Solomonic judgment, drew its sword and gave part of the consolidation to one Department and part to the other, thus achieving relative peace for itself but leaving the Major Purpose of Conservation still in fragments and still, therefore, essentially unaccomplished.

### Nobody Had Anything to Spare

THE Interior Department was unwilling to see its chief duty, which is the care of the public domain, go over to the Department of Agriculture; and the hope of transferring anything from the Department of Agriculture to the Interior Department was thoroughly dissipated just as soon as the organizations which claim to represent the agricultural interests made it clear that any such transferring would be regarded as a blow leveled at the farmer.

In all the majesty of his political experience and political influence, Gray Silver of the American Farm Bureau Federation appeared before the Committee and let it know that the Federation had spoken as follows:

"We reaffirm our opposition to the transfer of the United States Forestry Service from the Department of Agriculture to any other Department of the Government. We urge, in the contemplated reorganization of the federal departments, that the present services of the Department of Agriculture be in nowise lessened. We ask, on the other hand, that the Department be further developed."

That Mr. Silver veraciously mirrored the sentiment of our farmers toward any lessening of the Department of Agriculture was really, on the whole, beyond question. There was just one thing, then, that a committee composed overwhelmingly of Senators and Representatives—that is, of politically elected human beings, with multitudinous agricultural constituents—would naturally do. The Committee over which Mr. Brown, as a presidential appointee, was alienly presiding, did it. Conservation, instead of being made a major purpose, was left a divided and a minor and an obscured purpose in our governmental national life.

The bill ultimately reported by the Committee to Congress did indeed contain a considerable number of quite drastic reorganizational proposed changes. Outstanding among them was the creation of a totally new "Department of Education and Relief." Into this Department were put numerous federal services

(Continued on page 166)



# Congress Tackles Farm Relief

By FRED DeWITT SHELTON

**A**FTER several years of agrarian strife, and division of counsel on the part of statesmen who wish to benefit agriculture, a bill creating a Federal Farm Board with broad powers to aid agriculture has been put through the House in record time for a measure of that importance. The only hitch in the passage of the bill is the proposal for an export debenture for farm products. The Senate added this feature to the bill, but it is believed that it will be eliminated in conference. The large measure of support that developed for this plan indicates that it probably will be offered as an amendment to the tariff bill later. It logically belongs with a tariff bill rather than with a farm bill, anyway.

With the Farm Board authorized, speculation next will turn to the men whom the President will appoint as members of the Board. It is believed that such appointments will be made as quickly as possible.

## Additional Farm Aids

IN ADDITION to the Farm Board bill an effort will be made to enact other supplementary measures calculated to benefit agriculture. One of these is the proposal for licensing dealers in perishable farm products for the purpose of eliminating wasteful factors that now are believed to add to the cost of distribution by creating disorderly marketing. Representative Summers, of Washington, has sponsored the bill in the House and Senator Borah, of Idaho, in the Senate.

Other bills calculated to improve the status of farmers which have been put forward with prospect of passage are:

The Ketcham bill creating a corps of agricultural attaches to develop foreign markets for farm products.

The Mapes bill providing federal regulation of sizes, contents, and labeling of canned foods.

An amendment of the oleomargarine law to include additional forms of oils and fats.

Amendments of the Federal Warehouse Act to facilitate administration and ex-

tend the operations of the Act. This move is an integral part of plans for making farm distribution more businesslike.

## Tariff

THE Ways and Means Committee struck several snags in drafting a new tariff bill with the result that its introduction in the House was delayed some two weeks beyond the date originally planned. The

nance Committee, thus delaying final action on the bill for many weeks. The final result will be a new tariff law giving increased tariff rates to agriculture and readjusting other rates slightly.

Improvements in administrative features of the tariff law are proposed in the House bill. An important feature is the provision for taking more account of domestic selling prices in applying flexible rates than has been done in previous measures. This, together with amplification of the powers of the Tariff Commission, will give new force to the flexible provisions of tariff legislation.

Repeal of the restriction against imports of tobacco products in small lots, as proposed in the bill, will meet with approval of those who have worked for that end as a means of obtaining a parcel post convention with Cuba. This does not involve reduction of tobacco tariff rates.

## National Origins Clause

THE controversy over the national origins clause of the Immigration Act of 1924 has become tense, arousing racial antagonisms. President Hoover has recommended suspension of the clause which, under present law, must become effective July 1. Sentiment in the House heretofore has supported that point of view. The opposition in the Senate, however, is of a character that may well prevent final action on this proposal. Senator David A. Reed, of Pennsylvania, is leading the fight against repeal of the provision. The Chamber of Commerce of the United States at its recent annual meeting

went on record as favoring the repeal.

## Census of 1930

LEADERS have agreed to aid the passage of a bill authorizing the 1930 census and its passage seems assured. One feature of this bill is its provision for a census of distribution. Proponents of reapportionment of the House of Representatives succeeded in incorporating with the census bill provision for such reapportionment. The Michigan delegation has led the fight for this and Senator Vandenberg

## Quotable Quotes of the Month

More business is lost by dropping an idea too soon than is gained by having the new thing the first day it is out.

PAUL THOMAS,  
*Sales Promotion Director, Cheney Brothers*

The real unemployment problem in the United States at the present time is the inadequate employment of capital.

MAGNUS W. ALEXANDER,  
*President National Industrial Conference Board*

Research is just a point of view of management.

C. F. KETTERING,  
*General Motors Research Laboratories*

It is possible to overorganize scientific research . . . the best results are obtained by individual enterprise.

SIR OLIVER LODGE,  
*English physicist and spiritualist*

The chief difficulty in forecasting nowadays is to announce a dream of the future quickly enough so that you will not receive a catalog of it in the next mail.

ROGER W. BABSON,  
*Statistician and financier*

House has the bill before it under a special rule which limits debate and should lead to passage of the bill around June 1, as reported from the Committee.

It is a moderate bill, giving no contender all he wants and, therefore, engendering no great enthusiasm in many quarters. The principal rate changes apply to agricultural commodities. The bill as it goes to the Senate will constitute a target at which all interested parties will shoot. Therefore, the course of the bill in the Senate will be somewhat stormy. New hearings will be held by the Senate Fi-



## READ WHAT THESE SALESMEN\* SAY . .

"I think the Pontiac the best car on wheels today for us traveling men who have to go out in all kinds of weather and roads. I am sold on the Pontiac."

\*\*\*

"Last August I purchased a Pontiac Two-door Sedan and since that time have driven it over 25,000 miles with less expense per mile than any other car I have ever owned."

\*\*\*

"It is the easiest-riding car I have ever owned and I have owned 12 different makes and have driven, as a salesman, over 19 different states."

\*\*\*

"If a man is looking for a low initial investment and low cost per mile I cannot too strongly recommend the Pontiac."

\*\*\*

"My advice is, to anyone in the market for a car, buy a Pontiac, because you will save money on the first cost and ride as smoothly and comfortably at 50 miles an hour as at 10."

\*\*\*

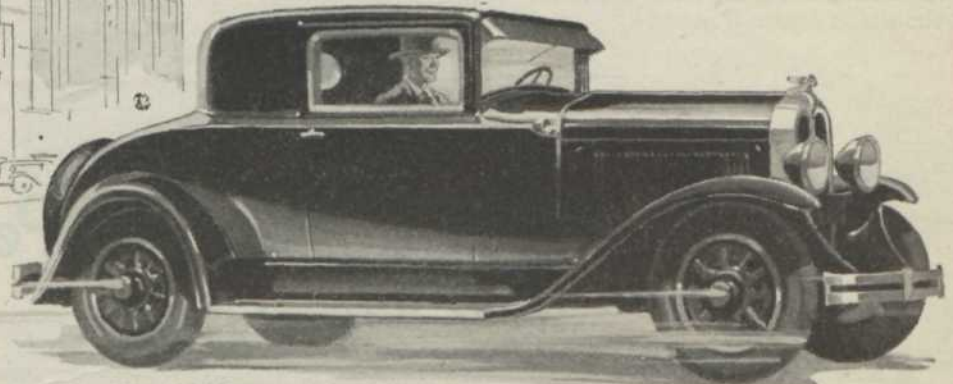
"Being a commercial traveler I have used this car in all kinds of weather and on all kinds of roads and I do not believe there is a car made today for anywhere near the price that would give me as good service as the Pontiac."

\*Full information regarding names and addresses of the writers and copies of any or all of the letters from which the above sentences are quoted will be sent to any executive on request.

Consider the delivered price as well as the list price when comparing automobile values . . . Oakland-Pontiac delivered prices include only reasonable charges for delivery and financing.



# The Salesman who travels in a Pontiac knows the facts about its economy



The Coupe, Body by Fisher

The fact that large numbers of salesmen speak highly of the Pontiac Six is significant. But the further fact that their comments invariably include specific references to Pontiac economy and dependability is vitally important to every buyer of automobiles for business use. For such evidence from the men who live with these sturdy cars cannot be ignored by the executive whose aim is to hold at the minimum the transportation factor of his selling cost.

The New Pontiac Big Six is even better qualified than preceding Pontiacs to help him accomplish this object. It is a bigger car—and sturdier. Its bodies by Fisher have new, big car strength and durability in their heavy steel and hardwood construction. Its L-head engine is larger and more powerful. Its dynamically-balanced, counter-weighted crankshaft and the Harmonic Balancer provide new smoothness, new freedom from vibration, and make for longer life. And there is greater economy in its new, internal-expanding, noiseless, four-wheel brakes with their unusually large frictional area and their ample clearance between drum and shoe to prevent shoes from dragging and drums from overheating.

The Fleet Department at the factory will gladly forward our Fleet Users' Plan and the booklet—"Experiences of Various Companies in Handling Automobiles with Salesmen." Write for them. And any Oakland-Pontiac dealer will give you full information about the New Pontiac Big Six, as well as a convincing demonstration of its fitness for business car use.

The New Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Michigan, plus delivery charges.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

# THE NEW PONTIAC

PRODUCT OF  
GENERAL MOTORS

## BIG SIX - \$745 AND UP

When writing to OAKLAND MOTOR CAR COMPANY please mention Nation's Business



of Michigan is its chief advocate in the Senate. The President has requested passage in the present session of the census bill and the reapportionment bill. There is considerable opposition to the reapportionment bill, however, and its consideration may be a troublesome factor—delaying action on other legislation.

### Other Issues

WHILE the influence of congressional and administration leadership will be exerted to prevent consideration in the summer session of matters not submitted by the President, it is worth while to point out some additional proposals receiving attention and which may come to fruition in the winter session if not now.

The Couzens bill creating a communications commission is the subject of hearings by the Senate Committee on Interstate Commerce. There are indications that strong support will develop for passage of this bill in the next session. It would impose federal regulation of radio, telephone, telegraph and cable facilities. An effort also will be made to extend such regulation to the securities issues of water power companies.

Early introduction of the bill by Senator McKellar for increasing federal appropriations for highways marks the beginning of a campaign which promises to be successful in this Congress.

Senator Jones of Washington has renewed the proposal for reserve appropriations for road building, river and harbor

works, flood control, and public buildings, to prevent unemployment. This project is commonly associated with recommendations made by Mr. Hoover while Secretary of Commerce.

### Duration of the Session

WITH THE farm bill out of the way and passage of the tariff bill by the House likely, about June 1, it is expected that the House will take a recess until the Senate has passed its version of the tariff bill. That may be some time in July; or it might well be later. When the Senate has acted on the tariff and other questions officially scheduled for treatment, the House will reconvene and put the final touches on the legislative program.

## An Executive With No Pet Plans

By SETH DUNHAM

**A**NDREW W. ROBERTSON was president of the Philadelphia Company, which runs the electric, gas and local transportation service of Pittsburgh. Now he's chairman of the board of the Westinghouse Electric Manufacturing Company, which makes and sells electric equipment. In one job his business was largely selling service; in the other selling things.

The shift was sharp. He couldn't take preconceived notions from one job to the other. But he has a principle that he has managed to put to work on both jobs, a principle which might almost be made into a slogan.

"The open door and the open mind."

In other words he's an executive without pet plans. Not that he can't make plans and decisions. He can. As one of his closest friends said:

"When Andy tells you anything you can take it at face value. It may not be what you expect to hear. Certainly it won't be couched in general or indefinite terms. It will be a plain-spoken, understandable statement and you can bank your last nickel on it."



A policy of "an open mind and an open door," is the main reliance of Andrew W. Robertson, who entered a field almost new to him to become chairman of the board of the Westinghouse Company

The best proof of Andrew Robertson's conviction is that he has entered on his new job with no preconceived ideas of how he will run it. He is going to school in the Westinghouse plants until he learns what it is all about, he declared. This educational period may run six months or a year. It won't be rushed. Only when he has convinced himself of what he should do and how he should do it is he going to lay down a general plan of operation for himself.

Mr. Robertson has practiced his open-door policy in Pittsburgh for some years. Anyone who had a legitimate reason for seeing or talking with him could do so at any time. He never was "out" or "in conference." He saw them all and heard them through even though he did not always agree with them. Perhaps he knows that a door isn't a one-way thing. If it lets in men and ideas—and sometimes bores—it also lets out men with new or altered ideas and changed points of view.

So when he was seen on the second day he was on the job at his New York headquarters, his door was open. He sat at a

clean desk and apparently had nothing on earth to do but give the interview. During the interview, several persons walked past the doorway and spoke to him. One dropped in, discharged his business quickly and got out. Robertson also disposed of several persons over the telephone. Between times he talked, answering all questions readily. At the end of half an hour the interview was completed, seemingly without interruption. He insisted that he was not settled in his new surroundings, but it would be difficult to imagine anyone more at ease.

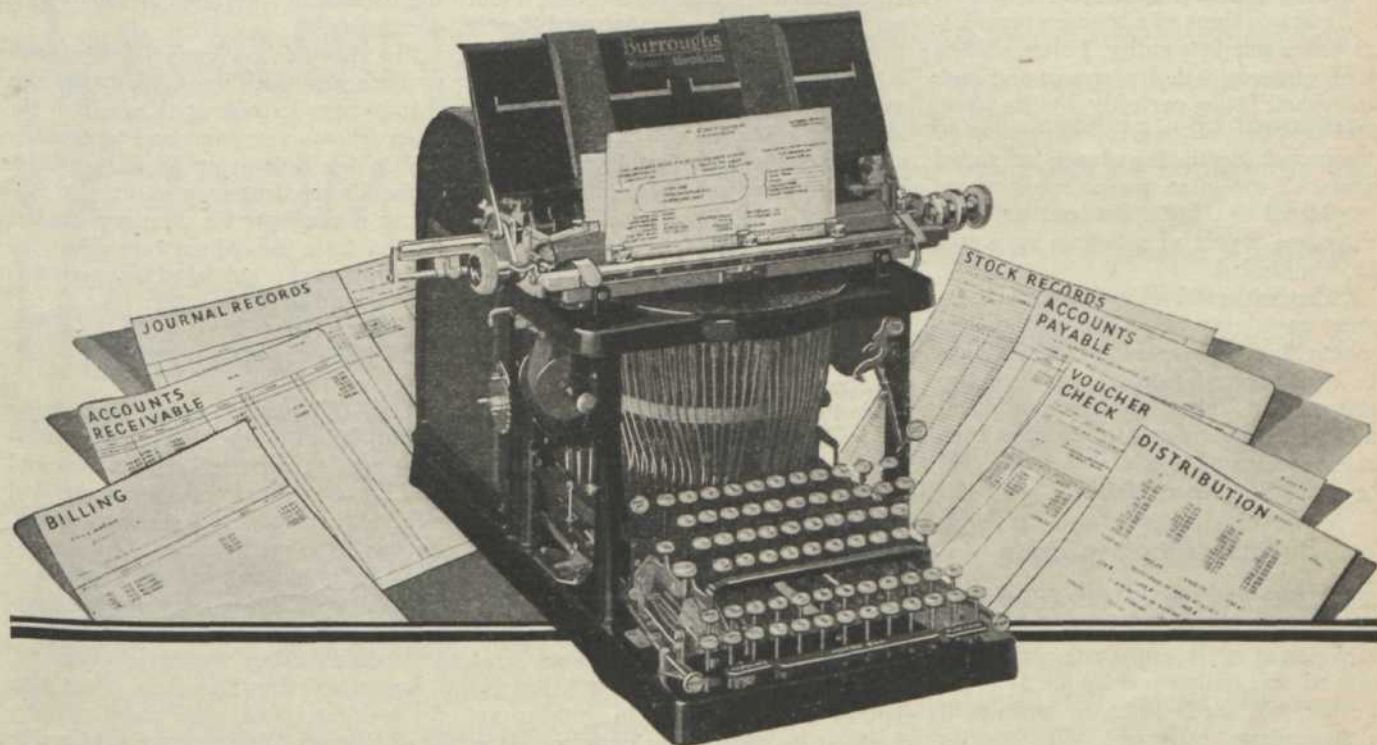
Robertson is 49 years old, six feet tall, apparently in as good shape as when he played right guard for Allegheny College, 30 years ago. He has iron gray hair and is smooth-shaven. He is frank and conservative and not afraid to laugh. He shows no evidences of being bogged down under the responsibility of directing a two-hundred-million-dollar business institution.

At one time Robertson was vice-president of the Philadelphia Company in charge of public relations and he has had a lot of credit for the bettering of that branch of the company's work, but he does not believe that a great deal of individual credit for the good will of the Pittsburgh public toward his company is due him. It belongs to the organization, he insists.

"There are few things in the business world more ridiculous than placing an executive in charge of public relations and pretending that he is responsible for them if they are successful," he declared. "Public relations should not be considered a department, not the work of any individual. They are the job of every one



# Burroughs



## Accounting Machine

**TYPEWRITES**—all descriptions from the ordinary typewriter keyboard.

**MULTIPLIES**—directly and, by the depression of one key, prints the results.

**ADDS AND SUBTRACTS**—posts ledger, statement and proof journal (or other

combinations of records) in one operation.

**ACCUMULATES TOTALS**—for distributions and proofs of posting. Prints totals by the depression of one key.

Call the local Burroughs office, or check the applications that interest you.

BURROUGHS ADDING MACHINE COMPANY, 6226 SECOND BOULEVARD, DETROIT, MICHIGAN

Please send more information about the Burroughs Accounting Machine on the work I have checked:

**Billing** ☐

Invoice calculated and written at one time.

**Billing** ☐

Combined with other records.

**Stock Records** ☐

Of quantities—values—or both quantities and values together.

**Accounts Payable** ☐

Ledgers with or without remittance advice—or journal-voucher system instead of ledger—including registration of invoices.

**Distribution** ☐

Labor—materials—purchases—sales—expense—cash, separately or combined with other records.

**Payroll** ☐

On cash or check payments including extension of time tickets, etc.

**Costs** ☐

Figuring labor, material, distribution, summaries, cost sheets, etc.

**Pro-rating** ☐

Of expense, payroll, costs, etc.

**Accounts Receivable** ☐

Ledger, statement and proof journal in combination—ledger and end of month statement—with or without typewritten description.

**Sales Audit** ☐

By clerks and departments, cash, charge and C. O. D.

**Inventory** ☐

Name \_\_\_\_\_ Firm \_\_\_\_\_ Address \_\_\_\_\_

**ADDING · BOOKKEEPING · CALCULATING AND BILLING MACHINES**

When writing to BURROUGHS ADDING MACHINE COMPANY please mention Nation's Business



in the organization. The success or failure of public relations in any organization depends just as much on the minor employe as it does on the man in charge of the public relations department. Each comes in contact with the public and the impression each leaves is bound to react for or against his organization.

"I like to think of a business organization as a complete entity. I often picture it as a mosaic, each department and each individual fitting perfectly into its place, and the effect of the whole depending on the proper functioning of each individual unit. All too often public relations are considered a thing apart and not conceived as a part of a mosaic such as I have suggested.

"The balance sheet and income statement are a very important part of this mosaic. In fact, the acid test of good public relations will be found in these two statements. Unless an organization is making fair earnings, I never have been able to see how its public relations could be regarded as successful.

### Building Employee Pride

"SUCCESSFUL public relations usually result primarily from having the job of each person in the organization carefully defined and understood by all. If every worker, whether he be in the ranks or in a supervisory capacity, knows exactly what he is expected to do and feels an individual responsibility for it and a pride in it, a long step toward perfect organization, which develops good will, has been effected.

"Of great importance is to have every employe feel that his particular task is understood by the executive at the top and that his efforts are appreciated. Every employe also should feel that he is in a measure responsible for the public attitude towards the company.

"Let us take as an illustration a man who is digging a hole for a pole. This may seem to be a small job and of no consequence, yet it is nothing of the kind. It is of the utmost importance and the man who is digging the hole should feel that it is. He should realize that the proper digging of the hole, or the improper digging of it, may result in very far-reaching consequences. The way a hole is dug may please or displease the mayor of the city, for instance, and thus affect his attitude toward the company.

Moreover, employes who feel the responsibilities of their jobs and know that their work is appreciated, are less likely to complain.

A great deal has been written and said about private settlement of claims in connection with the explosion of a gas tank on the properties of the Equitable Gas Company sometime ago which resulted in a considerable loss of life and property. The explosion was a very serious one. It resulted in injury or property damage to more than four thousand per-

sons. Shortly after the accident, we announced that we would settle all claims privately without putting the claimants to the expense of going to law. We did this because we thought it would be the fair thing to do, and because we knew that the claimants, many of whom were in great need of financial assistance, would net more by such an arrangement than if they had to enter suit.

"Announcement of this decision by the company was played up in newspapers under big headlines. It was termed a new attitude on the part of public utility companies. As a matter of fact, it was nothing of the kind. The Philadelphia Company has been settling claims in a similar manner on its various properties for a number of years. It just happened that this was a very big accident and that attention was attracted to it.

"The most remarkable feature of the whole situation was that we were able to get such quick action on such a large problem from a widely separated board of directors. Once we determined that private settlement was the proper course we got in communication with our directors and they unanimously approved.

"Do not misunderstand our attitude toward these claims. We were not prompted by charitable motives, nor did we carelessly throw away the \$2,000,000 that the claims cost us. We tried to settle every claim on its merits. Obviously, in a big situation like this there was bound to be some unfairness on both sides. Some claimants were probably paid excessive amounts, some just the right amounts and some did not get enough. We tried to treat every one squarely. That the claimants generally felt they were getting a square deal is attested by the fact that all of the claims except five were settled out of court."

### Sought Only Square Deal

HOW employes regard their employer sometimes is the measure of a man. It has been my privilege over a period of some ten years to be in fairly close contact with many of Robertson's traction employes. To say they are "for him" is putting it mildly.

Mr. Robertson was associated with the Pittsburgh traction company under different managements for a period of 13 years, but he always had the same high regard of his men and the public. When he was made president of the company, three years ago, James W. Welsh, general secretary of the American Electric Railway Association, and a former associate on the Pittsburgh property wrote:

"The election of Andrew W. Robertson as president of the Philadelphia Company is an inspiring example of the reward that follows holding fast to faith in ideas.

"When Mr. Robertson came with the Pittsburgh Railway Company 13 years ago he brought with him a theory of conduct, a philosophy, a religion, call it what

you may, which he had made a guiding principle of his own life. He believed that if these were good for the individual, they should be good for the company. Present-day ideas of good public relations were not very well developed then, and his thinking along these lines did not have the backing of recognized authority as it does today.

"In those days 'Andy' Robertson's problem was to sell his company the idea that it pays to look at things from the other fellow's viewpoint and to consider the Golden Rule in public relations. He broke all precedent as an attorney in failing to demand for his company the last jot and tittle. He did not rant about the company's rights but asked his opponents what they thought was fair."

### First Job Paid a Nickel

A THEORY exists among a great many authorities that the best public relations men spring from small towns and families of moderate circumstances, and Robertson can qualify from those angles. He was born in the village of Panama, New York, and was one of a family of nine children. His father, who had emigrated from Scotland with his mother, died when the boy was three years old.

Robertson's first financial contact with the business world came about when a local Panama dignitary paid him five cents a morning for keeping his sidewalk clear of snow during the winter.

Any one who has ever shoveled snow in northern New York will realize that Robertson early had impressed upon him that the laborer is worthy of his hire.

After working his way through college, Robertson taught school for a year and then entered the law school of the University of Pittsburgh. He was admitted to the bar in 1910. Three years later he went with the Philadelphia Company. For a time he was general attorney and in 1923 he was made vice president. He was elected to the presidency in 1926.

An interesting sidelight on the results of Robertson's efforts to give good service in Pittsburgh is found in a recent issue of a Pittsburgh newspaper.

"Where there used to be bickering, expensive litigation, annual deficits, unpopularity and trouble galore, there now is peace, freedom from litigation, popularity, cooperation, friendly support from the public and communities, and profits.

"Conditions are so different from what they used to be that old timers in the company and city officials who have had years of experience in dealing with street railway matters rub their eyes and mutter, 'It simply isn't true.' But it is."

Those improved conditions, Mr. Robertson insists, were due to an organization mosaic that was patterned as it should be. Now his ambition is to find his place in the Westinghouse organization mosaic. He is seeking it by examining the pattern at close range.



# A BUILDING ECONOMY THAT BELONGS TO YOU

Whether you are interested in an industrial, commercial, public or residential building, of fire-safe construction, Truscon offers you an opportunity of obtaining it with economy. Truscon offers you this, not merely through its superior but moderately priced Steel Building Products, but through a far-reaching cooperative service which extends to your architect, contractor and building supply dealer.

The world's largest manufacturer in its field, Truscon makes every steel product for every kind of permanent structure and also furnishes complete Steel Buildings of all types and sizes from these standard steel units. And herein lies one great factor in economy. For by purchasing all of your steel building materials from a single source, you save on freight and handling charges. You eliminate the delays

and expense of dealing with numerous unrelated suppliers. You buy at minimum price.

Nor does your economy end here. An engineering staff with a background of specialized experience gained over a quarter of a century in hundreds of thousands of buildings cooperates with your architect or contractor to work out for you the most economical design. And Truscon's nationwide warehouse system assures the prompt delivery of materials so essential to any building program.

We invite your inquiry on permanent building products for any type of building. It entails no obligation.

## TRUSCON STEEL COMPANY YOUNGSTOWN, OHIO

TRUSSED CONCRETE STEEL COMPANY OF CANADA, Limited  
WALKERVILLE, ONTARIO

Offices in Principal Cities of the United States and the  
Dominion of Canada

Foreign Trade Department, 90 West St., New York

The Truscon Laboratories, Detroit, Michigan

## TRUSCON STEEL BUILDING PRODUCTS

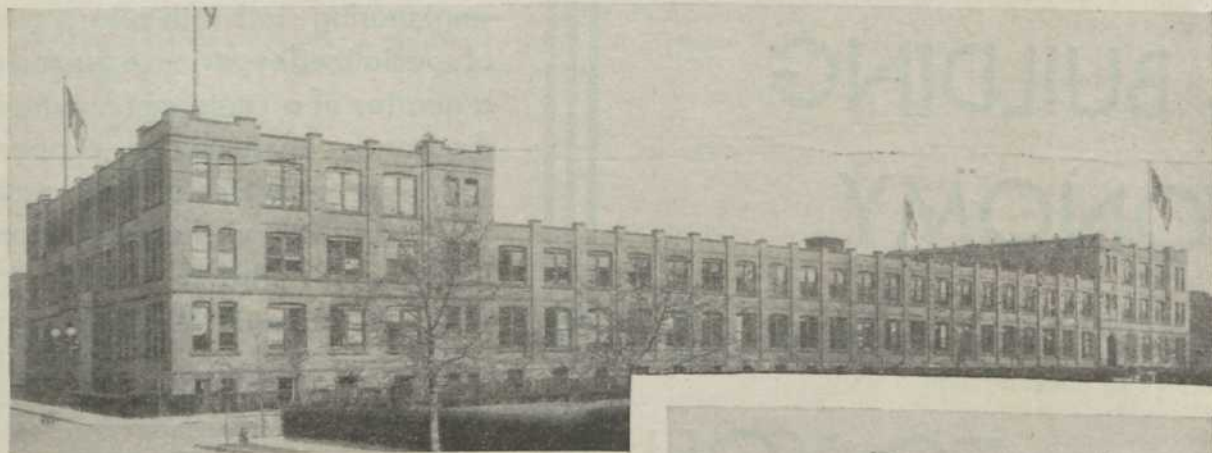
Steel Windows - Operators - Steel Doors and Frames  
Steel Buildings - Steeldeck Roofs - Structural Steel  
Reinforcing Steel - Steel Joists - Metal Lath  
Reinforcing Steel for Roads and Pavements  
Transmission Structures - Pressed Steel  
Waterproofings and Paints



*When writing to TRUSCON STEEL COMPANY please mention Nation's Business*



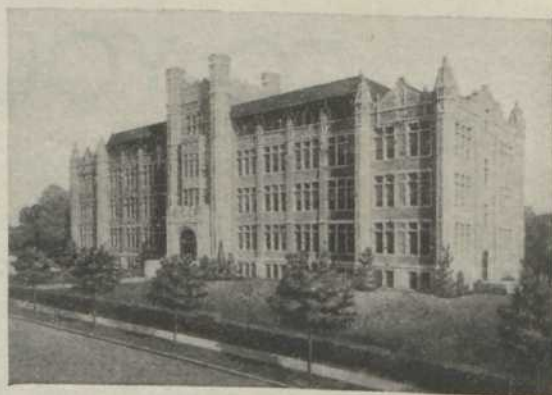
# STABILITY



ABOVE, Main Instruction Building of the International Correspondence Schools, Scranton, Penna.

AT LEFT, International Building of the International Correspondence Schools Limited, International Buildings Kingsway, London, England.

AT RIGHT, Administration Building of the International Correspondence Schools, Scranton, Penna.



MODERN BUSINESS is becoming vitally interested in guiding the education of its employees. One evidence of this fact is the care with which business and industrial leaders today are investigating correspondence schools and other educational agencies before they recommend them to their men. They are following a wise course. It is important that the employer should be fully acquainted not only with the scope and quality of the instruction offered by a school, but with its physical equipment and financial standing — its ability to meet its obligations.

The International Correspondence Schools—the I. C. S., as it is familiarly known—is the largest educational institution that has ever existed. It touches the lives of more individuals, in all parts of the world, than any other

school. The millions who have benefited by its instruction are found in practically every city, village and hamlet on the face of the earth.

To carry on this immense educational service an organization has been built up representing an invested capital of more than \$10,000,000. The buildings of the International Correspondence Schools in Scranton occupy two city blocks. Its force of executives, principals, instructors, clerks and other home office employees, number sixteen hundred. There are more than eight hundred field representatives in the United States alone. Including employees of affiliated companies in foreign lands, the total personnel of the I. C. S. is nearly three thousand.

There is nothing unwieldy about this huge organization. It operates with

machine-like smoothness. And though it has given instruction to more than 3,600,000 people, the individual student and his progress are never lost sight of. The young man who enrolls for a course with the I. C. S. receives far more than the written terms of his scholarship. He has the full benefit of the institution's size and resources, and with it warm encouragement and personal interest. He is treated as a friend as well as a student.

Hundreds of business organizations, including some of the largest companies in the country, have arranged with the International Correspondence Schools to supply training to their employees. They have chosen the I. C. S. not only for the thoroughness and breadth of its courses, but for its financial strength. They know it as a reliable institution.

# INTERNATIONAL CORRESPONDENCE SCHOOLS

SCRANTON  
PENNSYLVANIA

FOUNDED  
1891





A striking example of the new architectural art, the John Ward Men's Shoe Store, New York City

# Retailing Fosters a New Art

By FRANKLIN S. CLARK

**A** NEW architectural art is developing around the American store. It first manifested itself in window backgrounds and display equipment. Now it is visible in entire store fronts and is beginning to make itself felt in interiors.

It is an art that has had to develop both practically and in a vast hurry. Yet the circumstances may prove no handicap, for the skyscraper, perhaps our most artistic attainment, was evolved under similar conditions.

The new art is sometimes classic, sometimes ultra-modern. In nearly every instance, whatever its period, it is distinctly cosmopolitan. The woods and materials it uses come from all parts of the earth.

Further, this new architectural art ignores conventional standards of value. The striving is for something new, but there must always be a hint of smartness. These requirements have caused designers to reach out for new and bizarre materials and combinations. The metals called into use include bronze, chromium (in the form of plating), Monel metal, Swedish steel, nickel, German silver, aluminum, wrought iron and copper.

Woods that are used—and the whole world is being scoured for new varieties—range from mahogany and walnut to African tiger wood, vermillion wood from India and quarter-sawn Australian lacewood. When woods of established architectural acceptance are employed, such as mahogany or American walnut, unusual grain patterns are much sought.

Women seem especially appreciative of the effects produced, and as a result shops catering to milady in Akron, South Bend and Louisville, as well as those in the great metropolitan centers, are reacting to the new influence.

## Artistic Shops for Men, Too

MEN'S shops also are following the trend, although these lean to the more sober and substantial effects. Weathered oak is one of the favorite woods for the finishing of such stores, which show a companionate tendency toward Tudor and other period architectures.

One of the most elaborate examples of the new architecture may be found in a unit of a men's shoe chain in Fifth Avenue, New York City. The front of this

store is made almost entirely of glass. Decorative effects are obtained by carved glass and by reflections from a background of small squares of mirrored glass set in mosaic patterns. The interior is whimsically decorated with silhouettes of New York street scenes, done by Martha Bensley Bruere. There are even a few animals from the Bronx Zoo thrown in. Below these is paneling of crotched mahogany, selected for the unusualness of its grain and color.

The importance of light to this new architecture is illustrated by another Fifth Avenue chain-store unit, this one catering to women. Here light pours up through the ground glass bottom of the display case and also down from above. Five successive colors of light illuminate the window—amber, white, green, red and blue. A dimming device fades one light into the other. Another women's wear shop, in Chicago, has a ceiling constructed almost entirely of ground glass set in a framework of wrought iron and so arranged that lights shine through it. Carved glass panelings adorn the walls of the shop.

This particular ceiling was manufac-



tured in sections before it was installed, a procedure largely followed in making these modern installations. This system has been made necessary by the fact that in localities which justify such elaborately fitted shops the rents are high and consequently a premium is set on speed in getting a store built and opened. Furthermore, the materials and the nature of the designs and ornaments readily lend themselves to this system.

Wherever machinery can be used in either the creation of designs or the working of materials this new architecture employs it. For example sand blasting is used to etch in the designs on carved glass. The artist's designs are transferred to the

glass by painting a stencil around them with thick protective paint, then spraying the sand on the unprotected parts.

### Windows Grow Complicated

BUT, even though many of the materials are worked into pattern and form before they are installed, the putting together of such a store is not quite as simple as assembling a mail-order chicken coop. One architect-contractor told me that building a modern storefront is comparable in complexity to building a modern office structure. No less than 26 highly skilled trades were required to complete one of his recent jobs. Some of the work was so

difficult that he knew of only one or two men capable of doing it.

What is called a dome display window was a feature of one of his installations. It is cylindrical save for its dome top and in appearance is much like a huge inverted test tube set between the store's two main display windows. Access to its interior is gained by an elevator, the platform of which constitutes the floor of the window itself. The

contractor ardently desired an opportunity to test that elevator before he installed the window. If the elevator failed to stop at exactly the right spot it might hoist the whole window and shatter it. Time considerations, however, made it necessary to install window and elevator simultaneously. The men who did the work had to know what they were doing.

With every operation timed and scheduled, it required a few days less than a month to complete the installation. During this time, of course, several thousand dollars in unproductive retail rental were paid out by the store management. Had not the procedure been planned as carefully as it was, however, a year might have been required to build a store front as elaborate as this one.

The striving for novelty in woods and metals used for the finishings extends to the materials employed in the more essential construction features. Cast plaster, tile and various kinds of compositions are largely used. Marble, too, has its vogue and here also we see efforts to obtain unusual effects. One dealer in imported marbles showed me gorgeously hued samples of this stone such as have not been in general use since the time of Louis XIV. The new architectural art of the American store has revived the popularity of such marbles. Black marble, as well as the flamboyantly colored stone, is being used

not alone in its old capacity as baseboards for display windows but often as the predominant material in the store front.

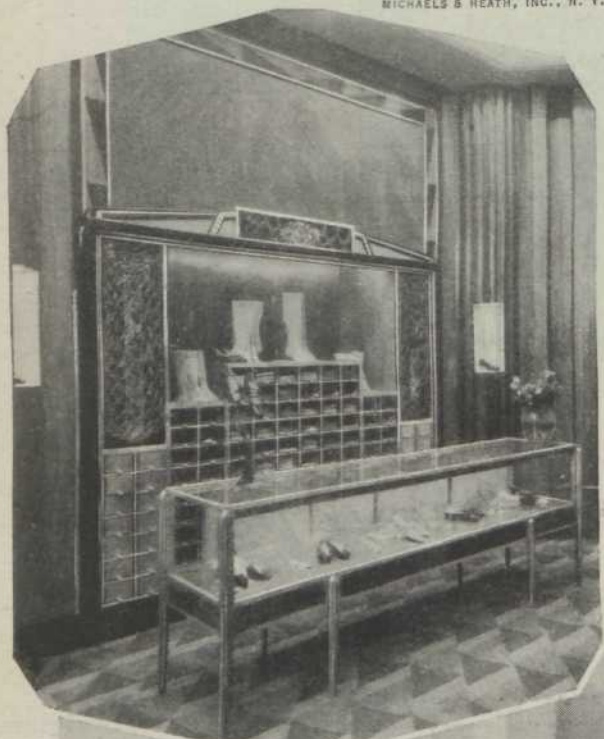
Tile, too, has felt the impetus of this new art—an impetus that has sent that particular industry tumbling from the band wagon of standardization, at least so far as design is concerned. A firm which a few years ago manufactured only two or three dozen standard types, patterns and colors, now manufactures some 2,000 patterns and colors for stock, and is frequently called upon to create special designs.

### Cheap Stuff, Too

BOTH tile and marble are much employed as floor material in such installations as is terrazzo, a composition of crushed marble and a special mixture of cement.

The costliness of the materials used seems to have little significance. Cast plaster, for instance, a material frequently employed, is quite inexpensive. On the other hand, the art and skilled workmanship that go into the creation and

MICHAELS & HEATH, INC., N. Y.



An effect of smartness is aimed at—and achieved—in this display of shoes and hose



SAK'S, ATLANTIC CITY

In this women's shoe store the modernistic note is carried out both strikingly and effectively in the furnishings, wall decorations and show cases



A  
**CLEMCO  
DESK**



*Officers' Quarters of the First Trust & Savings Bank, Chicago. Showing the "CLEMCO" Berkshire Suite as Installed by Marshall Field & Company, Chicago. Architects: Graham, Anderson, Probst and White. General Contractors: Leonard Construction Company.*

## Step-up Morale

*F*INE offices improve morale—stimulate more constructive work—court sounder judgment.

### YOU PROFIT

Complete your fine office ideal. You can meet your appropriation through the many individual designs with precious woods incorporating superior structural features found only in Desks and Fine Office Suites by "CLEMCO".

*We will mail you "Pointers In Planning An Office" and Floor Plan Material when requested on your letterhead*

**THE CLEMETSEN CO., 3432 Division Street, Chicago, Illinois**  
Export Office, 17 Moore Street, New York City

*Nation-wide Service Through the Better Office Furniture Representatives*

A  
**CLEMCO  
DESK**

*This Your Insurance*



casting of a design in plaster often involve a considerable investment.

Many of the materials are by no means as inexpensive as plaster, however. The rare woods used for finishing, some of which already have been mentioned, are often costly. English oak costs three times as much as mahogany. Vermilion is twice as costly as rosewood. A contractor who finished a store in white maple told me that the net cost of this particular job was greater than if he had used mahogany. The maple was selected so carefully for its coloring and grain pattern that only about 100 out of 1,000 board feet of the best quality of lumber obtainable could be used.

Ever more pretentious efforts are being

made in the building of these stores in areas where rents justify them. I was told of two such installations which involved investments of \$150,000 each. Despite such examples as these, this new architecture is not necessarily more expensive than the older forms. One architect-contractor with whom I talked dwelt with considerably more pride upon a store he had designed and built at a cost of around \$15,000 than he did upon another and much more elaborate job he had just completed.

Chain stores have been responsible for the more pretentious examples of the new architecture, as in the case of the Fifth Avenue chain shoe store units already mentioned. The chain managements un-

doubtedly took into consideration the advertising value of such installations in exclusive locations. But the modern note was struck for its own sake, too, as is evidenced by the modernism that some of the chains are incorporating in their other and less prominent stores.

The lead in the development, all in all, is being taken by those shops catering to women. Department stores, of course, have set the pace in applying modernism to their windows. But the smaller stores have far outstripped them in interior developments along this line, which is not surprising when the difficulties of applying such treatment to the vast spaces of department store interiors are considered.

## Distributors Attempt Too Much

By SIDNEY L. WILLSON

President, American Writing Paper Company

**T**HE juggler in vaudeville probably knows nothing of commercial distribution problems but at every performance he illustrates those problems and their answer.

The juggler opens his act by tossing three balls unerringly; he adds a fourth, a fifth, a sixth and as the number increases, he misses more frequently, not because the balls are harder to catch but because of diffusion of effort—the attempt to do too many things at one time.

Today problems of distribution are causing great concern among business men. On all sides we hear complaints of rising costs. Plans without number are suggested for their reduction. With a few notable exceptions these remedies entail further diffusion of energy—another ball in the air. As the juggler demonstrates, instead of helping, this merely makes the trick harder, and, as with the juggler, when one ball is dropped, another is likely to be because the whole scheme of things is thrown off balance.

### Diffusion Boosts Costs

IN THE paper industry, distributors have been adding one ball after another until complete dissipation of selling effort has been reached. If this condition were peculiar to the paper industry it would be of little general interest because, though every business uses writing paper, the percentage of total management or distribution costs chargeable to this item is relatively small.

But troubles in the paper industry seem to be the consequence—or perhaps

the forerunner—of a national trend described by some as hand-to-mouth buying carried too far, by others as a natural disturbance coincident to a period of transition. Whatever name may be applied to it, the fact remains that distribution costs have gone too high in this country and, in my opinion, diffusion of effort is to blame.

### Traditional Distribution

THE GREAT bulk of writing paper in this country is sold through independent distributors. Although I have been conscious for many years of a trend toward direct sales by manufacturers, I have no quarrel with the present system except as to certain elements of waste. This distribution system is traditional, the outgrowth of one of the earliest forms of distribution known to business.

The early paper factories in this country were started on the natural water power sites in New England by English or Scotch founders who, in most instances, were not concerned with how their product was to reach the consumer. Manufacturing and merchandising were regarded as separate occupations. The founders, knowing there was need for writing paper, started production. Enterprising jobbers made haste to the new source of supply.

The jobber won his name because he bargained with the mill owner for a job or lot of a certain grade of paper, which was sometimes in the storeroom and sometimes manufactured to his order. He bought the lot outright at a flat price and assumed all responsibilities of owner-

ship thereafter, together with the right to sell his paper at whatever price he might obtain. Sometimes he disposed of it in retail lots to large users, but in most instances he sold it to merchants who resold it to the ultimate consumer.

Under this system the paper distributor was a specialist and he therefore depended in large part on his own competitive sales effort for an adequate return on his investment. He stocked only the lines of certain manufacturers, selecting those he believed would best suit the needs of his customers. In many instances he also carried his own brands made up for him by the manufacturer who gave him the best price and terms.

### Competition Eliminated

**BUT**, some ten years ago—before the reaction to hand-to-mouth buying had forced other distributors to this course—the paper distributor had added lines to his stock until he became the representative of virtually every nationally advertised and standardized brand. The effect has been to eliminate certain essential phases of competition on what was once the firing line of sales. Since the salesman represents every brand manufactured he does not care what the consumer buys. He is not compelled to earn his order by showing a saving for the buyer.

Thus the manufacturer, having no advantage at the point of distribution, must intensify his sales effort in national advertising and seek manufacturing advantages in the form of greater standardization and simplicity. Primarily this was probably a good thing. In 1923 when





## Fokker Adds Days to Vacations

OUT in the Land of Magnificent Distances, stretching from the Rockies to the Pacific, lies the world's greatest play land. The West, an empire of snow-capped mountain ranges, sunny valleys, vast forests, lakes and trout laden streams, tinted deserts and winding trails, holds everything for which the city-weary might yearn. Eleven great national parks were created to preserve this virgin wilderness forever for the recreationist. *There was one great obstacle but National Parks Airways overcame that with Fokker air lines.*

The West was too far away from the centers of population for Americans to vacation in this, their rightful recreation heritage. Too many days were needed enroute—days that must be taken from an all-too-short vacation.

National Parks Airways helped change all that. Flying great Fokker planes, built and equipped for every travel luxury, over the wonderland of the Yellowstone and Glacier Park regions. Their Fokkers have added days to many vacations.

Other airways now offering regularly scheduled service, with Fokker comforts, include Universal Air Lines; Texas Air Transport; Standard Air Lines; Western Canada Airways; Dominion Airways; Pan-American Airways; Western Air Express.

*Write your name, address and vacation destination in the margin below, send it to the Fokker Travel Bureau, 655 Chamber of Commerce Bldg., Los Angeles, California, with a 3-cent stamp (to pay air mail postage) and let us send you our illustrated booklet, "When Air Travel Pays."*

## FOKKER AIRCRAFT CORPORATION OF AMERICA

Factories: WHEELING, WEST VIRGINIA, and TETERBORO AIRPORT, HASBROUCK HEIGHTS, NEW JERSEY

Address inquiries NEW YORK OFFICE, 110 EAST 42nd STREET

Name.....

When writing to FOKKER AIRCRAFT CORPORATION OF AMERICA please mention Nation's Business



I became president of the American Writing Paper Company we were operating 26 mills more or less intermittently and producing 275 brands of bond paper, most of them competing with each other. Today we have reduced the number to 16 operating mills, and the number of mill brands of bonds to nine.

This is typical of the progress made generally in the industry toward simplification and standardization. Nine brands, it may be noted, are more than enough to supply the writing paper needs of any business.

Moreover the process of standardization has reached a stage where, grade for grade, there is little difference between the brands of one manufacturer and another and what difference there is can be determined only by an expert. Prices likewise are pretty well stabilized so that competition reduces itself to service.

But in the effort to give this service, the distributor has gotten into the very same fix from which the manufacturers have been trying to eliminate themselves. Seeking greater volume under the spur of hand-to-mouth buying, he has increased the number of manufacturers represented in his stock step by step with the reduction of brand numbers by the factories. A group of 35 catalogs I reviewed recently showed these distributors carrying—or offering to supply—278 separate brands of bonds. Eliminating competitive brands, 77 would have served all the practical requirements.

Unquestionably the aim is to serve the customer by making available for his selection everything the market affords but the plan defeats itself because, if the distributor is to keep his inventories down, he must show samples instead of the whole line.

According to an article published recently by the vice president in charge of sales for a nationally distributed carpet, the paper situation is almost parallel to that in his industry. The distributive mechanism is somewhat different but the effect is the same.

Distributors have steadily increased the lines carried until, even in heavy turnover lines, they can offer only coverage instead of representation. I am told that the tendency is the same in other lines where manufacturers have until recently been able to keep their distributors more or less exclusively to themselves.

This system, attempting to speed service, really slows it down because the distributor's stocks cover so wide a range that it is financially impossible for even the strongest houses to make any of the

lines complete or even adequate. Receiving orders in lines he stocks lightly, the distributor must order from the mill. A process that could be accomplished in hours may take a week.

Moreover it increases costs through duplication and because the distributor's selling energy is likely to lose its constructive function—the business of showing the customer how to buy more advantageously.

Frequently ten or a dozen salesmen are calling on the same consumers, offer-

let alone in others with which I am not so familiar. It seems certain to me, however, that, if we are to reduce distribution costs, we must eliminate dissipated effort and restore creative salesmanship.

Two methods have been proposed in the paper industry and doubtless with some modifications either of them would be applicable in other lines where conditions of dissipated effort now exist.

One plan calls for establishment of a national distributing organization, or several of them, which would take the entire output of noncompeting manufacturers.

The second is for some form of co-operation among existing distributing organizations.

Either plan would eliminate much of the duplication among sales forces, reducing capital requirements, increasing the standards of service by setting up adequate stocks, and cutting costs of warehousing and other items all along the line of distribution.

### The Way to Profits

COOPERATION would open the door to lower prices, either by actual reductions following reduced costs, or by simplification and standardization of the customer's needs and improvement in his buying methods. At the same time it would show a larger profit to the distributor on the same volume of business, not only in the immediate reduction of sales forces but because of the better prices he could get from the manufacturer after the latter had been relieved of some or all of his selling expense.

A great deal of the present sales cost is necessary only because the distributor's representative is making no real competitive sales effort.

The effect of cooperation among existing distributors, therefore, would really be to restore competition where it really belongs—on the firing line. By dividing up the lines of various manufacturers according to the requirements of their customers, the distributors would not surrender the right to sell other grades if a customer required or demanded them. The plan suggested is for each distributor to limit the number of lines he carries in stock and to draw on others for the brands of manufacturers whom he does not directly represent.

Distributors generally now recognize that the problem is one to be solved by them, and that there is nothing the manufacturer can do about it except to suggest and, in event of experiments being launched, to cooperate.

In this and other industries, however, it is now generally accepted that the further progress of manufacturing economies is being delayed, and in some instances, has been completely halted, by distribution problems beyond the control of the manufacturer.



BLANK & STOLLER

Sidney L. Willson

**"Distributors trying to give better service are frequently adopting plans that make service impossible"**

ing the same lines at the same prices and on equal terms.

It happens that 25 years of my business life have been devoted to sales or the direction of sales. That possibly may have colored my judgment, but I am convinced that selling should be a constructive function, and that there is no economic excuse for it if it isn't. The sound type of salesmanship is that which builds confidence and so reduces the cost of getting future orders. The only way to accomplish that end is for the salesman to show the buyer a real advantage in price or service—impossible under the present system.

I do not pretend to have any ready-made solution to the problem this situation presents even in my own industry,



# What Bankers think of Indiana Limestone

*as evidenced  
by recent bank  
buildings*

## A Few Recent Bank Buildings of Indiana Limestone

### CHICAGO

THE FOREMAN NATIONAL BANK    HYDE PARK STATE BANK

### NEW YORK

CENTRAL SAVINGS BANK	HARRIMAN BUILDING
EQUITABLE TRUST COMPANY	BANK OF AMERICA
COMMERCIAL EXCHANGE	CHASE NATIONAL BANK
NATIONAL CITY BANK	BROWN BROS. & Co.

52 Wall Street

### PROVIDENCE, R. I.

INDUSTRIAL TRUST CO. BLDG.

### PHILADELPHIA

FIDELITY-PHILADELPHIA TRUST CO. BLDG.

IN the banking world, as in the business world in general, there is now a keen appreciation of the sound investment merit and profit advantages that accrue when this beautiful, light-colored natural stone is used. Indiana Limestone buildings rent easily to desirable tenants, their exterior upkeep cost is the lowest of any. From the investment standpoint they rank high.

Follow the example of authorities like these: put your money into construction that will be more profitable because lastingly beautiful—Indiana Limestone. An illustrated booklet mailed free. Address Dept. 740, Service Bureau, Bedford, Indiana.



Industrial Trust Co. Bldg., Providence, R. I. Walker & Gillette, Architects. Starret Brothers Company, Builders. Standard gray Indiana Limestone. Certain interiors of this building are also of Indiana Limestone.

# INDIANA LIMESTONE COMPANY

General Offices: Bedford, Indiana

Executive Offices: Tribune Tower, Chicago

When writing to INDIANA LIMESTONE COMPANY please mention Nation's Business



# Booms That Fell Down

By EARLE LUTZ

Sunday Editor Richmond (Va.) Times Dispatch

**T**HE men and women who have found themselves enmeshed in the current speculative whirlpool may get a measure of consolation—if consolation they need—from the knowledge that the glamour of quick riches is perennial and that few generations have escaped the contagion.

They may, if they care to, bring up the vivid picture of the Florida fiasco of a few years ago, when inexperienced dabblers in real estate saw their dreams of sudden wealth melt.

The dabblers' fathers, perhaps, were among those caught in the vortex of the disillusioning Klondike rush and its speculative aftermath.

Back beyond that, still other generations had their dazzling railroad and canal projects, oil booms, reclamation schemes and the beckoning gold fields of California and Nevada. And if they really care to go back into history, they can find many fascinating pages dealing with the gigantic Mississippi Bubble.

But even the Mississippi scheme has a rival, if one is seeking oddities in booms, in a wild mania which swept America for a ten-year period about a century ago.

That craze centered on the production of silk. The plan, though fundamentally sound, was killed in this country by the very ardor of its advocates. Before the scheme collapsed thousands had lost their all, potential millionaires were paupers and several years probably elapsed before the public could be pried loose from its savings by plausible gentlemen with newer schemes.

A crinkly worm was the magic wand through which the golden stream was to come to America a century ago. But this worm was a hungry magician and was particular in his likes and dislikes. The Chinese mulberry was his favorite dish and it was in these trees that the unique gamble centered. Shoots of the trees in the early days of the boom brought \$2 a hundred and before the bubble was pricked they were readily marketed at \$500 a hundred. Speculators were known to consider themselves lucky at



Even the poor man who owned but a single acre had his visions of wealth and grandeur, for \$200 was a tidy sum back in those days

securing a choice tree for \$25. Stocks on a bull market had nothing on those skyrocketing prices.

The Government was in a measure responsible for starting the boom. In 1825 a congressional committee reported on the feasibility of raising silk in America, its report showing that our imports of silk lead all other imports and exceeded in value our exports of food to Europe.

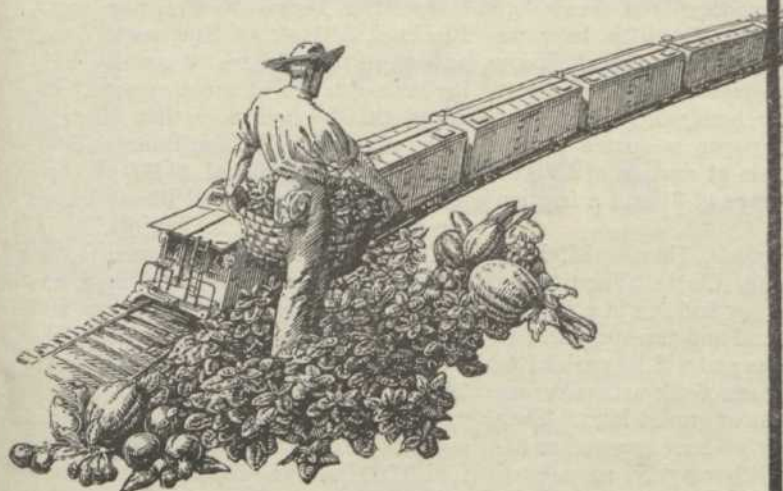
Reports of fabulous sums to be made from silk production caught the popular imagination. Legislatures offered bounties for tree planting. In 1829, for instance, the Delaware legislature passed

an act to permit one Ernest Maury to introduce the production and manufacture of silk in the state and followed this with an act exempting from taxation all lands employed in the growth of white mulberry trees. Silver medals worth \$5 were offered to everybody planting and bringing to maturity 200 trees within five years. Sixteen states passed similar acts.

The mania swept the eastern seaboard and even penetrated Kentucky, Tennessee, Ohio and Indiana. What occurred in one locality is typical of the happenings in others. The files of Richmond, Va., newspapers of those days offer many sidelights on the boom. Columns of precious political space were taken up with praise of the *morus multicaulis*, as the prolific Chinese mulberry was scientific-







# The Longest Icebox in the World

*The Pennsylvania participated in the transportation  
of more than 28% of all the fresh fruits and vegetables handled  
by Class 1 Railroads in the United States*

THE value of the combined fruit and vegetable crop of the country has reached the astounding total of more than one and a half billion dollars. It has become one of the nation's major industries.

Cooperation has made possible this amazing growth—friendly cooperation between the producers, the distributors, and the railroads.

The transportation of "perishables" has long been a Pennsylvania specialty. Its refrigerator trains, running daily over its 28,000 miles of track, constitute the "longest ice-box in the world." The fact that this is so—that it now hauls so large a proportion of the fresh fruits and vegetables in the United States—is attributable to certain definite advantages of Pennsylvania service:

## 7 ADVANTAGES

*that prove the dollars and cents  
value of shipping "via Pennsylvania"*

1. More big markets are tapped by the Pennsylvania than by any other railroad. This means ease of "diversion" to the market where the best prices are ruling—less spoilage due to long waits—

frequently—the difference between profit and loss on a shipment.

2. The Pennsylvania carries more perishable produce to the larger markets of the East and North than any other railroad. This means that most of the buyers in these centers gather at the Pennsylvania Produce Terminals. Where the buyers gather, the market is made.

3. The Pennsylvania operates more through trains for perishables to Eastern markets than any other railroad. This means less spoilage because of fewer lay-overs en route.

4. The Pennsylvania Railroad has the largest and most modern produce terminal facilities. This means the greatest possible care of your shipment and the best market.

5. A system of "passing reports" enables shippers to divert goods in transit to markets where demand is greatest.

6. Pennsylvania produce trains are reliable and run on schedules punctually maintained.

7. Icing stations properly located, make it possible to keep fruits and vegetables always fresh in transit.

IN THE PENNSYLVANIA'S famous fleet "The Limiteds of the Freight Service" are many which carry perishables. Here are six leaders of the fleet:

THE PACKER Perishable Freight  
Chicago to Seaboard Cities

UNCLE SAM Perishable Freight  
St. Louis to Seaboard Cities

THE ORIOLE Perishable Freight  
(From Southern States)  
Washington to New York

UNCLE REMUS Perishable Freight  
(From Southern States)  
Washington to Boston

LIGHTFOOT Perishable Freight  
Columbus to Chicago

THE RELIABLE Perishable—  
Merchandise  
Chicago to Columbus

# PENNSYLVANIA RAILROAD

*Carries more passengers, hauls more freight than any other railroad in America*



ly called. In the early days of the boom a single advertisement held out the lure of easy money. Three months later this modest advertisement had multiplied into half a dozen and a little later into a dozen. Men who were "experts" in the raising of silkworms came and lectured, charging fat admission charges. It was shown that one acre of ground planted with these trees would produce from \$200 to \$500 in profits. Think of the prospect this held out for the man with a plantation almost as large as a European principality. Even the poor man with his single acre had his visions for \$200 was a tidy sum in those days.

### Too Many Mulberry Trees

DID Richmond folk nibble at the worm? Like the early bird, they did. The bare red hills were soon covered with the sprouting *morus multicaulis*. There was not enough space for all that were purchased. It even was proposed in the Common Hall, as the town council was known, to permit the planting of the trees in the cemeteries. Homes were mortgaged to buy the trees. Kitchen, bedroom and even church windows were pressed into service as "cocooneries" when the silkworm eggs were hatched.

Everybody was talking silk. The Richmond *Enquirer* gravely talked of profits of \$1,000 an acre. Books on the subject appeared and had a ready market. A magazine devoted to silk culture gained a wide circulation and associations of growers were formed. Lecturers spread information and probably a lot of misinformation.

A Glasgow merchant wrote the Virginia legislature offering to erect a \$150,000 plant if certain concessions were made—and promptly his request was granted.

At one time the Richmond *Whig* said:

"According to letters just arrived by the Charles Carroll to a mercantile house in New York, we hear that all the *morus multicaulis* trees existing in the largest

nurseries of France and Italy have been bought at the most extravagant prices by American agents. The greatest speculation of the silk growers in Europe is now turned to the culture of the Alpine *morus* and the *morus morette* or *macrophylla* which are considered by the best judges more fitted to any cold climate and more adapted to give a finer quality

of silk. The latter species bears a very large leaf and can, like the *multicaulis*, be propagated with the greatest facility by cuttings."

One of the earliest advertisements dealing with the *morus multicaulis* in Richmond papers was by Dunlop, Moncure and Company, which offered the modest total of 20,000 trees. A little later we find 500,000 buds being offered. Early advertisements quoted first-rate shoots for 25 cents per hundred. Months later a Philadelphia paper is quoted as announcing the sale at auction of 280,000 trees at an average of 31 and a fraction cents each.

Thomas Pleasants, Thomas M. Randolph, and Henry Clarke advertised in the *Whig* that they had put in a nursery at Bellona Arsenal and "are prepared to purchase cocoons and will be enabled to furnish the growers of silk with silkworm eggs of the most approved kind." They announced that "we have engaged an assistant who is thoroughly acquainted with the care of the worm in all its stages, feeding, etc., as well as with the structure of the newest and most ap-

ing the raw material from the cocoons and for twisting and making sewing silk." Any blacksmith or carpenter could keep the machine in repair, he stated. He claimed the machine "can spool 332,840 yards of silk thread in ten hours."

The advertisers soon became highly competitive. They warned of "humbugs." Frederick A. Ross, of Kingsport, Tenn., advertised that his tree "is genuine, having been obtained at great expense." He stated that he had more than 30 acres under cultivation. William Prince & Sons, Flushing, N. Y., offered \$1,000 if their trees "in Connecticut and Rhode Island are not equal to any in Virginia."

The trees were the real speculative feature of the boom and were more extensively advertised than the worms and eggs. The latter were quoted in Richmond papers in lots of from 20,000 to 240,000. Curtis Carter, of Richmond, wrote of having fed 270,000 worms "this season." He added that he planned to feed 3,000,000 the following year.

The eggs were offered in many varieties. One advertisement quoted eggs in ten-ounce lots, listing mammoth whites and yellows warranted "genuine." Other species offered were yellow ball, two-crop white and orange, imperial mammoth, and sulphur and peanut varieties—all raised in Virginia.

### From Little Eggs . . .

THE eggs were no larger than a grain of mustard. From one ounce of eggs it was possible to obtain worms enough to make 165 pounds of cocoons. It took 240 cocoons to weigh a pound. From one cocoon it was possible to reel from 325 to 650 yards of silk thread. One pound of reeled silk could be produced from 12 pounds of cocoons. To produce one pound of silk, 2,800 worms were necessary, and 152 pounds of mulberry leaves were required to feed them. The pound of reeled silk would make 16 yards of material, which was worth about \$4.50 a yard.

A contemporary writer said that the country was affected by a "strange mania," a belief that every farm would be a nursery for young trees, every house would have its cocooneries attached, its silk worms of the bovine, trivoltine, or polyvoltine breeds. The wives and

daughters while not feeding the worms were to reel the silk.

"Nobody has figured when time will be found to wear the silk," he sagely remarked.

Raising the trees was the easiest part of the silkworm fad. The hatching of the eggs and the care of the worms was a more difficult task. Then came the care



Any blacksmith could keep this simple and economical piece of machinery in repair, the advertiser stated

proved cocooneries, making silk reels and reeling the silk."

One advertiser offered each purchaser a valuable treatise on the culture of the *morus multicaulis* as translated from the Chinese. Another advertised that he had patented and would sell for \$35 a "most simple, easy, expeditious, beautiful and economical machine for spooling and reel-



# Boiling Down the value-story to FACTS



## BUICK-powered

heavy duty model, \$3260

STRAIGHT RATING CAPACITY—15,000 lbs.

(Price, chassis only, F. O. B., Pontiac, Mich.)

## THIS WEEK, make a real WORK-TEST

Here is a General Motors Truck. Powered by a justly-famous engine. Designed by engineers who have won leadership in the commercial vehicle field, built in the largest, most modern plant ever devoted to commercial vehicle building, tested and proved in the first and greatest outdoor engineering laboratory—General Motors Proving Grounds.

But—what will it do for your business? Will it help you carry out expansion plans? Will it speed up your delivery, haulage, or pick-up service? Will it win for you greater public good-will?

*Will it operate at a profit—not an abstract profit but a definite dollars-and-cents earning? Will it stand up?*

In short, is it good value—measured by modern truck standards?

The name it bears, and the fame of the engine that powers it, certainly indicate the answers to those questions.

But positive proof—or disproof—is yours for the asking. We will provide any General Motors Truck (whatever available model, chassis or body most closely meets your needs). Put it at your regular work. Let actual per-

formance give you answers that can't be disputed.

This offer covers the complete line of General Motors Trucks: PONTIAC-powered light duty models; BUICK-powered Medium- and Heavy-duty; BIG BRUTE-powered Heaviest-duty. If you don't know where to go for it, drop a postcard.

Get the facts. Learn what General Motors Truck values really are. Trade-in allowances? Yes; full and fair—but no excess allowances. Time payments at lowest available rates, financed by our own Y. M. A. C. Investigate now. *This week accept the Work-Test offer!* GENERAL MOTORS TRUCK COMPANY, Pontiac, Michigan; Factory, Branches, Distributors, Dealers in 1,500 principal cities and towns.

# GENERAL MOTORS TRUCKS

ALWAYS INVESTIGATE WHAT GENERAL MOTORS HAS BEFORE YOU BUY

*When buying a GENERAL MOTORS TRUCK please mention Nation's Business to the dealer*



To anywhere in the United  
you may flash your message instantly





# States . . to anywhere in the world . . over the International System



The Postal Messenger, smart, active, efficient and prompt, typifies the vast communication facilities offered by the International System.

The network of Postal Telegraph wires throughout the United States, from coast to coast, linked with Europe, Asia and South America by the Commercial Cables and the All America Cables, brings the world to your very door... an army of thousands—men, women and boys—stands behind the Postal Messenger, trained in the many responsibilities of linking city with city—state with state—country with country—continent with continent.

Postal Telegraph, accurate, courteous, rapid, stands ready to serve your daily or emergency needs.

A home service—a business service—a national service—an international service.

## Postal Telegraph

*Commercial  
Cables*



*All America  
Cables*



"Y  
and  
E"

This is the symbol of 50 years' leadership in the Office Equipment Industry. It is the mark of quality—high standards of workmanship—integrity of purpose, and constant service to customers.



## Stock is Money.. PROTECT IT!

"Y and E" Steel shelving will pay for itself quickly on savings of formerly wasted stock. No more boxes piled in corners... spilling out their contents on the floor. Everything neat—protected—conserved!

This shelving is ideal for every storage need. Without trouble it can be altered or added to... and it's permanent. Will not deface walls—stands independently. Fits any space. Made with open shelving, bins or cupboards. Phone the "Y and E" store in your city or write us.

**YAWMAN AND ERBE MFG. CO.**

628 JAY ST., ROCHESTER, N. Y.

Canada: The Office Specialty

Mfg. Co., Ltd., Newmarket, Ont.

Export Dept., 368 Broadway, New York City

"Y  
and  
E"

## OFFICE EQUIPMENT

STEEL AND WOOD FILES / STEEL SHELVING /  
DESKS / SAFES / OFFICE SYSTEMS AND SUPPLIES  
/ / BANK AND LIBRARY EQUIPMENT / /

of cocoons and the reeling of silk. While Chinese and European labor has managed this work, it proved too much for Americans, who, probably, were too easily discouraged. After a few crops had been nurtured, the trouble apparently outweighed the reward. The fever died down when it was seen that the easy money was not so easy after all.

So the *morus multicaulis*, like the green bay tree, flourished for a while. The worms waxed fat, said one writer, "but the silk was slow coming in." The trees became a drug on the market, eggs took a tumble and again the people went about their business—poorer, but wiser.

The gullible public was not the sole loser, either. The nurserymen were left holding the bag in many cases. One man,

the Mississippi River, a vast territory believed to abound in metals and gems. He organized the *Compagnie de la Louisiane ou d'Occident*, with a capital of 100,000,000 livres. The company had exclusive trading privileges for 25 years in the Mississippi territory.

Law later enlarged his scheme and undertook to make a complete change in the French financial system, his company becoming *La Banque Royale*, with the right to issue money and to collect taxes. Public enthusiasm developed into a frenzy and the shares of the company mounted in value as the demand increased. The company again spread out and, under the name of *La Compagnie des Indes*, was given a monopoly of trade in the East Indies, China and the South



One man put his 500,000 trees, heavily insured, on an old boat for New Orleans, hoping a storm would come to his rescue

with 500,000 trees on his hands, chartered an old boat, heavily insured the cargo, and sent the craft from Boston to New Orleans, hoping a storm would come to his rescue. But the trees arrived safely at their destination, and another bankruptcy was recorded.

The Mississippi Bubble, that other fantastic scheme, while it centered on the resources of young America, caught only Europeans in its meshes. John Law, Scottish financier, was father of the plan.

Law, in the early part of the reign of Louis XV, proposed to resuscitate French finances by development of the resources of Louisiana and the country bordering

Seas, as well as in Louisiana. Under the direction of the King, currency was issued to the extent of 2,700,000,000 livres. Shrewd speculators saw that there was no value to support this huge fortune and secretly converted the paper money into gold and silver, which they sent abroad for safekeeping. Meanwhile the trading in the company's shares increased rapidly and "paper" millionaires were made overnight.

But the increasing scarcity of metal was felt more and more. A run on the bank started and the Bubble burst completely, leaving financial ruin in its wake. Law died a pauper.



# In 10 years no Institute Announcement has caused so much comment as this one

**W**HY has this announcement been talked about all over the country?

Because these new courses open a new door to growth and achievement for hundreds of thousands of men.

Because these new courses put certain benefits within the reach of hundreds of thousands of men to whom these benefits were previously denied.

Who are these men? What are these benefits?

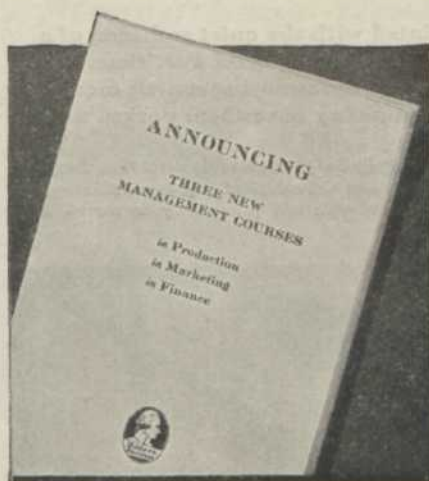
The men are numbered among those who have read the advertisements of the Alexander Hamilton Institute during the last twenty years. They are the men who realize the desirability of the Institute's training—who have often wished they had that training, but who haven't had time to take the complete Course and Service.

## Now—Three Shorter Courses

Heretofore, the Institute offered only its Modern Business Course and Service, a training similar to the comprehensive Business Courses at Harvard, the University of Pennsylvania, and New York University. More than 350,000 American and Canadian executives have enrolled for this Course; there is hardly a business organization of any size among whose executives there is not an Institute-trained man.

This major Course will be continued and constantly improved. It will always be the great course in executive training. But just recently the Institute made a notable step in advance. As the result of a growing need for more specific training, the research and educational staffs of the Institute have now developed three new shorter courses as follows:

1. A Special Course and Service in Production Management
2. A Special Course and Service in Marketing Management
3. A Special Course and Service in Finance Management



These courses, being shorter, do not require as much time. They deal primarily with the *special phases* of business in which a man is particularly interested. They are designed for *busy men*.

The value to executives of this enlarged program is admirably summed up in the words of Percy H. Johnston, president of the Chemical National Bank of New York, who considers it "the most significant step taken in business education in the past ten years."

## What this announcement means to you

This announcement means that now you can get an Alexander Hamilton Insti-

tute Course *specially adapted to you and your work*, no matter what major department of business you are in—Production, Marketing, or Finance.

The length of time it takes to complete one of these Management Courses is considerably less than the two-year period for the Modern Business Course and Service; and naturally the fee for each is commensurately lower. All of the reading can be done in your spare time.

## This booklet gives all the facts

We have prepared the booklet shown at the left, which describes these new courses in detail. We should like to circulate this booklet widely and to the following groups of men:

—*The heads of businesses* who recognize that the training of competent associates is their major problem.

—*Executives* interested especially in Production, Marketing, and Finance, who want to concentrate their efforts in one of these departments of business.

—*Younger men* who desire definite training in the management of the particular departments of business in which they are now engaged.

## Send for the details

For convenience, a coupon is provided. We invite you to inform yourself on this great forward step in business education by mailing it at once.

## Alexander Hamilton Institute

### Executive Training for Business Men

To the Alexander Hamilton Institute, 837 Astor Place, New York City.

Please send me all the facts about the Institute's new Management Courses.

NAME.....

BUSINESS  
POSITION.....

BUSINESS ADDRESS.....

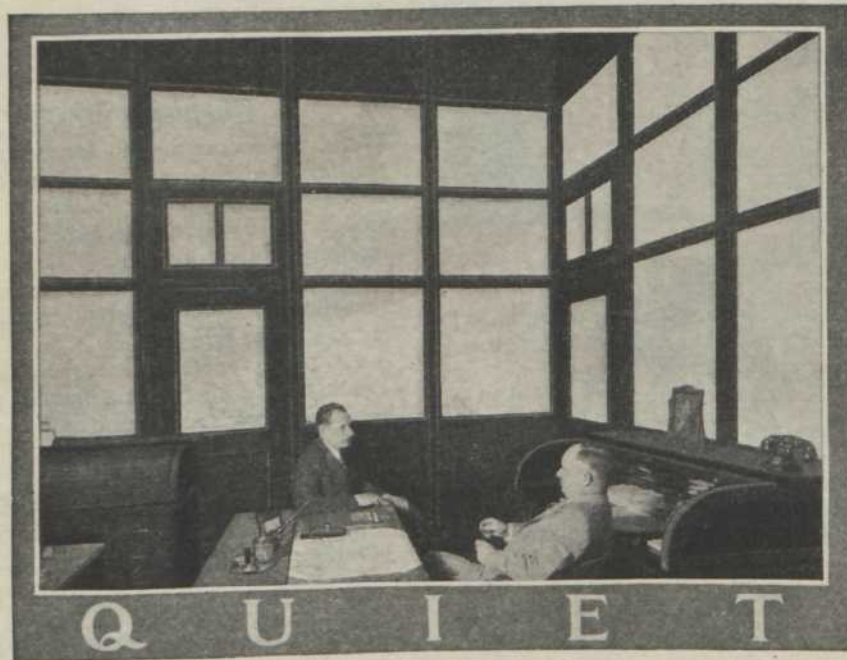


# Is there INTERFERENCE in your office?

That distressing disease, "interference," is not confined to radio sets. Many business offices also are afflicted with it. Is your office one of them? Do the clatter of typewriters and conversations of surrounding business associates interfere with your dictation, consultation with customers, and telephoning?

If so, you ought to get acquainted with the *quiet* seclusion of a Sanymetal-enclosed private office. Sanymetal Steel Partitions are sound deadening—they keep out most of the annoying sounds around you. And if you want extra quiet—you may have them packed with insulating material.

Get all the facts on these economical, beautifully designed, movable partitions. Sanymetal also makes steel toilet and dressing room partitions and cubicles for office and industrial buildings, schools, hospitals, etc. Let us suggest a style and price for your particular building. Just consult partition headquarters:



The Sanymetal Products Co., 1716 Urbana Rd., Cleveland, Ohio

New York Office: 536 East 133rd St.  
Representatives in principal cities

Partition Builders since 1915

# Sanymetal

## STEEL

### OFFICE & TOILET

# PARTITIONS

When writing to THE SANYMETAL PRODUCTS CO. please mention Nation's Business

## What of Overage?

By CHARLES MELVIN NEFF

Former Counsel with the Federal  
Trade Commission

**A**MONG the mavericks in that wilderness where trade practices herd together before they are definitely branded good or bad is a custom known as "overages." On it various industries and government departments interested in business are bending a clinical attention which, in the case of the Federal Trade Commission at least, has deepened to a cold, stern frown.

Several manufacturers who had accepted the overage gave it up after complaints were issued and some evidence gathered. But in spite of this, there is something to be said on both sides.

"Overage" may be defined as a payment by a manufacturer to one of his distributors of a part of the commission earned by a competing distributor in the same territory. The payment is usually made without the knowledge of the distributor who sold the merchandise.

The definition is neither adequate nor fair unless augmented by an explanation that the manufacturer does this in an effort to get complete distribution of his product, and that it is the most convenient way out of a difficult situation.

The manufacturer usually has given the first distributor a contract for exclusive distribution of his product in a certain territory.

Meanwhile, by national and state sales promotion methods the manufacturer increases the demand for his product in that territory. He finds that the exclusive distributor will not or cannot keep up with this sales promotion progress.

The manufacturer therefore goes to the exclusive distributor and asks that the contract be changed to allow him to use other distributors in the territory. As a consideration he agrees to pay this first distributor a portion of the commissions of the additional distributors.

The question is whether this makes for unfair competition between the two distributors. No doubt if the second distributor does not agree or is not informed of the arrangement, it does. But there is something to be said in defense of the manufacturer. In the first place he is entitled to a satisfactory outlet for his product. Moreover, he himself is not engaged in unfair competition for he is not competing with either distributor. He is giving to each all he agreed to give.

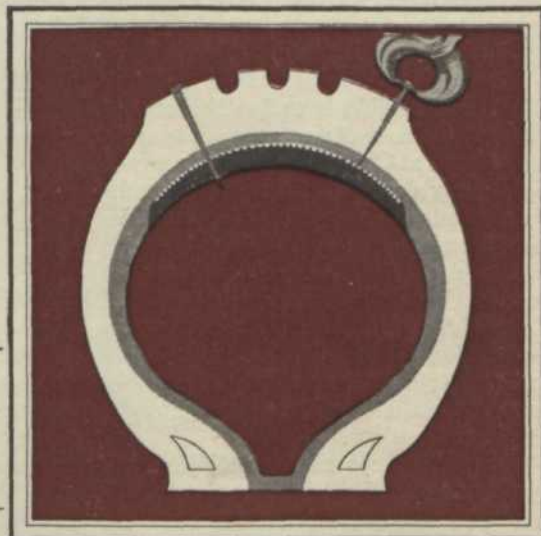
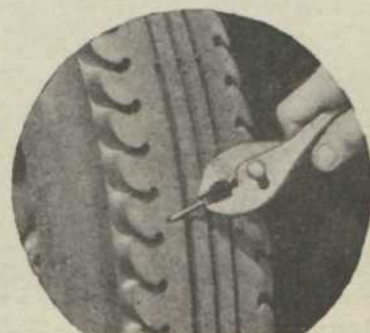
It seems unfair that a manufacturer should be required to continue to make distribution through one channel only, if that channel does not measure up to the increase of sales created by his goods, price, service and advertising.



# Not only **NEW...** but **REVOLUTIONARY**

**Goodrich announces the remarkable  
Air Container to replace Inner Tubes**

**Seals punctures . . . Strengthens tires . . . Adds mileage!**



**1** **THAT'S BAD!** Looks like certain trouble here, as any motorist knows from frequent experience. But this motorist is riding on Air Containers! See what happens...

**2** **OUT IT COMES!** A pair of pliers pulls out the nail . . . and away goes the car as if nothing had happened! No flat . . . no loss of air . . . and *no slow leak!* How can it be?

**I**T'S here! A revolutionary new tire development that supplants the old-fashioned inner tube.

Sponsored, perfected and guaranteed by Goodrich . . . it is now available to those seeking safety and freedom from tire troubles.

Here's what the Air Container does:

It seals punctures on running wheels . . . users have picked up nails, tacks, screws, pieces of tire chain . . . and driven on them for miles without the loss of a pound of air!

It maintains air pressure. Users have gone for months . . . from July, 1927, to March, 1928, in one instance . . . without adding an ounce of air to their tires.

It strengthens the whole tire. One user traveled for two weeks after cutting the tire on a stone. On removing the casing, he found that the Air Con-

tainer itself had been cut to the thickness of an ordinary inner tube . . . yet no deflation resulted in two weeks' normal use.

### *How it Works*

The diagram above shows how the Air Container works. When a nail pierces the Air Container, the compressed soft rubber grips it tightly . . . seals it against loss of air. As the nail is removed, this compressed rubber instantly fills up the hole, before air can be lost.

In addition . . . the Air Container is considerably heavier than the ordinary inner tube. Its thicker walls take up the force of bruises and blows often preventing serious damage to the casing.

See your nearest Goodrich dealer

**3** **HERE'S THE REASON WHY!** See that black area? That is a segment of soft rubber, under constant compression. The instant the nail pierced that segment, the soft rubber gripped it tightly, allowing no air to escape. As the nail was withdrawn, the rubber pressed in behind the point, sealing the hole perfectly, automatically, instantly. Not an ounce of pressure lost!

about the new Air Container without delay. It offers you new security, new peace of mind, new mileage, new economy . . . in fact, revolutionary new performance from tires, whether on personal or business cars.

The B. F. Goodrich Rubber Co., Est. 1870, Akron, Ohio. Pacific Goodrich Rubber Co., Los Angeles, California. In Canada: Canadian Goodrich Co., Kitchener, Ontario.

# Goodrich Air Containers

When writing to THE B. F. GOODRICH RUBBER CO. please mention Nation's Business.



# A Shopper Talks Shop

By EDNA ROWE

ILLUSTRATIONS BY D'ARCY

**A** STORE at which I carry an increasing charge account sent me a card announcing that the buyer for the fur department was about to purchase the Fall stock, and would be glad to have me specify in what type of fur coat I would be interested—that there was no obligation on my part, but the firm wished to carry stock that conformed to the tastes of its customers. I don't want a fur coat, but if I did I should appreciate the opportunity to specify my individual requirements.

I WAS called suddenly to San Francisco, and used the hour of necessary delay between trains at Chicago to pick up a two-piece jersey dress for the trip. I found what I wanted at Marshall Field's but the skirt was too short.

"You could let it down temporarily from the shoulder by inserting two inches of tape," the sympathetic salesgirl suggested. Yes, I could do that, even in a Pullman berth. But I had scant time before my train left to hunt for tape and thread, and notions.

However, I kept such grumblings to myself, and said I would take the dress. In a mere moment, it seemed to me, the girl was back with the box.

"I put some tape and a needle and thread in with it," she said. I could have kissed her.

WAITING for my change in a miniature branch shop of a large specialty store, I noted a pile of small, well-bred cards on the end of the counter by the door. I picked one up. Beneath an incon-



In a moment the girl was back

spicuous seal bearing the name of the store I read:

Introducing

M Who is interested in

to M from M

The clerk brought my parcel.

"You fill in one of these when you haven't the article desired, but think the main store may have it?" I asked.

"Yes," she said, "and then, too, so many strangers"—the shop was in the hotel district—"who pass along here know nothing of the bigger stores. They may as well go to ours."

THE sport-skirt and sport-blouse makers seem not to have cooperated this season. All the separate white cloth skirts are cream-white and all the blouses gray-white. Instead of a harmonious ensemble you get visual discord. Encountering this complication, I wondered aloud about it in several shops. The clerks were unable to see the point.

But in one store the trim young woman behind the counter listened to my story, examined the neat piles of white blouses and said quickly: "That's a fact. There isn't a cream-white blouse here. I hadn't thought of it before, but surely they ought to tone in with the cream wool skirts we're displaying. I'll tell the head of the department as soon as he comes in from lunch. If you'll come back at the end of the week, I can promise you we'll have some."

I WAS looking for some Chippendale chairs. The clerk in the furniture store led me down the dim aisles of the fourth floor.

After five minutes of silent single file he turned.

"Any special kind of chair you want?"

"I want Chippendale armchairs."

"Oh," reprovingly, "those. No. I don't think we've got any. They're not using them this year."

He seemed to expect an apology, so I said: "Well—that is—my father has some Japanese hangings and ivories that were given him by the Japanese emperor, and it's so hard to find comfortable chairs, don't you think, that fit in with Oriental art. But Chippendale—"

He reached up wearily to switch off the light.

"Oh," he yawned, "that Chinese stuff



They make our treasures trash

is obsolete. It was the rage a while back, but it's no good this year."

I had become used to the thought that clothes "obsoleted" but that art in carved ivories and classically patterned chairs must be as lightly discarded was a new idea.

Ming vases are, then, in a class with oilcloth. Did you know, incidentally, that you show your age by buying white oilcloth?

"I need two yards of oilcloth for my kitchen table."

"What color, please?"

"White."

"White? I don't believe we carry—but just a minute, let me look—oh, yes, here's a piece."

And, hidden behind yellow, blue, purple plaids, there was white.

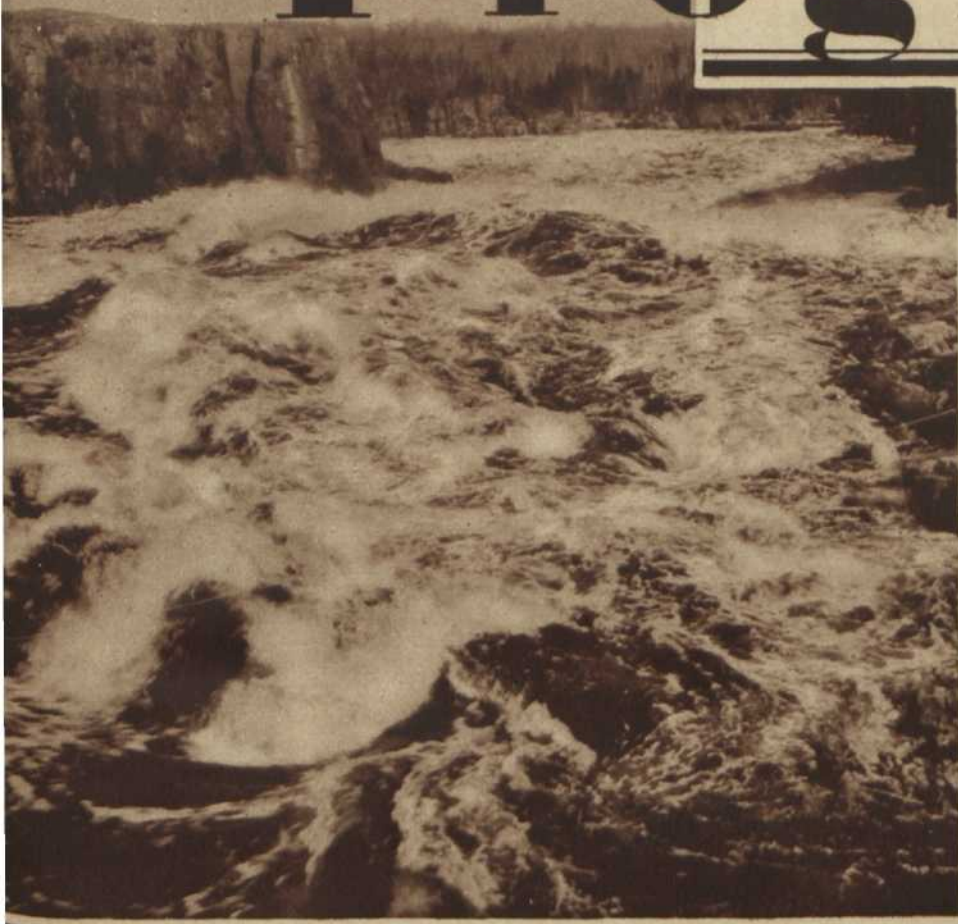
AT THE jewelry counter of a department store: "Oh, I think this pair of earrings is just lovely, don't you?" en-



"Chinese stuff's obsolete"



# Progress



**P**ICTURES tell stories. The two

shown here speak volumes on the accomplishments of machines and of men. They record the progress made by our own organization, pushing into the uninhabited north and turning waste waters into productive force. About your products, there must be stories that could be interestingly told by photographs, reproduced perfectly by rotogravure. For your next booklet or mailing piece, consider the use of rotogravure.

Pictures sell.

**Kimberly-Clark  
Corporation**

Manufacturers of Rotoplate  
Hyloplate • Primoplate • Servoplate  
Perfect Papers for Rotogravure Printing



## *A Stitch In Time*

Rotogravure reproduces pictures perfectly but cannot add qualities that do not exist in original photographs. Starting with good photographs is like taking a stitch in time. Granted you have good pictures, rotogravure will give you perfect satisfaction whether you use it in newspapers, magazines, booklets,

house organs, package inserts or mailing pieces. There is a Kimberly-Clark paper made for each rotogravure use. There is also a service to users and prospective users of rotogravure rendered by the Rotogravure Development Department, Kimberly-Clark Corporation, 208 South LaSalle Street, Chicago, Illinois.

### **Kimberly-Clark Corporation**

*Established 1872*

NEW YORK  
122 E. 42nd St.

Neenah, Wisconsin  
CHICAGO, 208 S. LA SALLE STREET

LOS ANGELES  
510 W. Sixth St.





thused the salesgirl. "What are they made of?" I said in turn.

"Gold."

"Gold?"

"Yes, indeed; 14 karat."

The next salesgirl, showing the same design to another customer: "These are silver washed over with gold."

I raised my eyebrows at my clerk.

"Honest, Gladys," she said with a nudge, "are these silver? I've been telling everybody they're 14 karat."

Back to me with undaunted enthusiasm, "They sure look swell on you."

LAST Spring I tried to purchase white silk stockings to wear with white shoes. Oh, Pitiful Plebeian; if I had any sense of the correct at all I couldn't sleep nights owning white stockings. I must have "white jade."

Yesterday I entered the same shop and asked for white jade.

"White jade?"

The girl had never heard of it obviously. But she knew very well that the only shade a self-respecting woman could wear with white shoes was "grain."

I refused the grain stockings, but did buy a pair of white gloves. As she measured my hand the girl commented pleasantly, "White gloves always look so nice. I'm glad they're in again."

And I had thought there was a permanent place for nice white gloves.

I DON'T know anything about the laws of business economics, or quantity production, or turnover.

But I do know that obsolescence derives from "to decay." To me it seems as morbid and abnormal to hasten obsolescence as to hasten death and decadence. The principle of it is evolving in the American public an enforced acceptance of the second-rate, which means waste of money and a lowering of value sense and good taste.

An auction house carries as its motto "The Trash of One Generation Becomes the Treasure of Another."

It seems to me the manufacturers and merchants aim to make the treasure of this morning the trash of this afternoon.

### Uplifting New Yorkers

**S**PEAKING of national progress, as every American occasionally will, the mileage of New York's equipment for transporting passengers and goods in a vertical direction exceeds the mileage of the city's equipment for horizontal travel. This comparison is made and the judgment provided by C. E. Skinner, assistant director of engineering for the Westinghouse Electric and Manufacturing Company. It is a bit surprising to learn that New Yorkers are in better case to move up than to move on. There is something almost spiritual in the discovery.



## EQUALS ALL NEW ENGLAND'S PLANTS

**P**OWER installations by Stone & Webster Engineering Corporation total almost four million horse power. They equal the installed capacity of all the power plants in New England—a territory where seven per cent of the country's population is producing ten per cent of the country's manufactured goods.

These plants are located in all parts of the country. They range from small industrial plants to some of the largest steam and hydro central power stations in the country. Many of them are making records for economy in operation.

**STONE & WEBSTER  
ENGINEERING CORPORATION**





Arthur P. Williams  
*Functions and services*



S. M. Bond  
*Economic factors*



Robert R. Ellis  
*Presiding*



F. B. Caswell  
*Business analyses*



Frank A. Fall  
*Credits and terms*

# The New Wholesaler

By WILLIAM BOYD CRAIG

**T**HE old time-worn conception of a wholesaler is no more. It has been replaced by a new realization of the place the "middleman" should have in the complicated pattern of modern distribution. This was the outstanding achievement of the National Wholesale Conference which met at Washington April 26 and 27.

The old guard did not die without a struggle. Some stoutly maintained that the wholesaler has a God-given right to existence and expressed themselves as content with the emphatic assertion that the wholesaler performs a useful function, and therefore must survive. They felt that he had established himself in the past, and any mention of slipping business should not be breathed abroad. In short, special pleading, regardless of merit, was the contribution of this rather small group.

Those who painted the new picture did so with bold strokes. "Let's have the facts," they said, in effect. "Maybe we can get more out of a careful study of facts than we can out of mutual admiration. At any rate, let's get the facts."

Get them they did. Now these same facts are set down in black and white, many of them for the first time, in the reports submitted to the Conference by the four committees. These reports represent more than a year's study and work by the committee members. Conferences, questionnaires, surveys, government studies all played their part in the committees' considerations.

The seeds for the Conference may justly be said to have been sown at the Distribution Conference. Distributors at that time conceived a new idea of the value of exact information. Those who were in the habit of forming sweeping policies based on precedent were then won over to the new order. Facts, details, statistics, data, in-

formation were recognized as the true basis of merchandising wisdom. The same general truth prevails today. Wholesalers were among the first to realize the need for more detailed information about distribution. The National Wholesale Conference was a natural result of this urge to get at the essentials and to reexamine old ideas.

Having decided that a study of the individual wholesaler and the surrounding business world as it affects him should be made, it was perhaps natural that these wholesalers should choose the National Chamber to organize and carry through the study. The Conference was under the auspices of the Chamber of Commerce of the United States for the obvious and simple reason that wholesalers themselves asked that it should be. Throughout, the Chamber's part was that of impartial agent. Secretarial work was handled by the permanent staff of the Conference, which was the same in personnel as the Domestic Distribution Department of the National Chamber.

## A New View of Wholesaling

IN COLLECTING and assembling the experiences of the Conference, there was group action. The application of the reports to the business of the individual now becomes an individual matter. The whole group set up a new and stimulating panoramic view of the wholesaler's functions and their relation to the distribution scheme of things. It is for the wholesaler whether in groceries, hardware or coal, shoes, or what not, to apply the findings of the whole to his own needs.

In welcoming the wholesalers, who gathered nearly 200 strong, President Butterworth struck the keynote of the meeting. He said in part:

"The history of your industry is largely unwritten. We do not know, exactly, when wholesaling first began to be an important factor in the distribution pattern. We do know, however, that wholesaling has not always existed. Something of the sort was done by our pioneer bankers and ship owners during the colonial period and up to the early part of the nineteenth century. True, the world was not then so complex. What vitally interests you is not the question of its origin or its history, but the question, 'will it continue to exist?'"

"The only possible answer lies in how well you do your job. Wholesaling will exist just as long as you wholesalers are good enough to keep it going. There is no God-given right to existence granted to any type of business.

"If there were any way to do without retailers, and get goods to consumers better and cheaper than they are now merchandised, do you suppose that retailers would last long? An absurd idea, possibly, but worth considering. There is no law save that of efficient operation for any phase of business. It is impossible to conceive of production without the manufacturer, but if such a thing could be, the manufacturer would have to prove his right to stay. Certainly the changing forces of the modern world are altering manufacturers not only as to production, but also in their distribution problems.

"Business of all types has a great responsibility to the public, but the public has only a limited responsibility toward business. Toward the individual business man the public has only the responsibility of paying for what it takes. There is no compulsion for the public to make a profit for any man.

"The public has not even any sympathy, except in passing. Occupations



---

**STRUCTURAL STEEL CREATED THE SKYSCRAPER**


---



## *To leap a flood and tie the shores*



HIGHWAYS of metal . . . bridges of steel—more immense . . . more defiant of the impossible do they become every year. Steel has strength, safety, security . . . and time cannot destroy them. Steel

lends courage to design, inspiration to imagination. Steel is most adaptable, most flexible.

A steel bridge not only offers greater artistic possibilities but provides the kind of structure that can

always be kept secure . . . modernized, reinforced, altered—even removed with speed and economy.

Steel has such ready adaptability, such preparedness for its duty, that a steel bridge can be erected faster, with less handling of material, with less regard for weather than is required when any other material is used. Steel's quick suitability, its efficient fitness, recommend it for economy. Its versatility makes steel the first consideration where beauty is a factor.

---

**AMERICAN INSTITUTE OF STEEL CONSTRUCTION, INC.**


---

To further an understanding of the many advantages of structural steel in construction, the American Institute has prepared a series of non-technical pamphlets covering practically every kind of structure. Let us send you gratis pamphlet devoted to the type of building you are interested in. Your request will bring it promptly. Write today.

**STEEL**  


---

**INSURES STRENGTH**  


---

**AND SECURITY**

The co-operative non-profit service organization of the structural steel industry of the United States and Canada. Correspondence is invited. 200 Madison Avenue, New York City. District offices in New York, Worcester, Philadelphia, Birmingham, Cleveland, Chicago, Milwaukee, St. Louis, Topeka, Dallas and San Francisco.





## The Vision of Prest-O-Lite

Congratulations to Prest-O-Lite which now adopts this new tool of modern business.

A flying office in a Ryan, a model of compact efficiency. See that cleared-for-action desk, equipped with Dictaphone, fountain pen desk set and other latest appliances. Note also the jeweled clock ticking off the seconds—a reminder that time is the essence of air travel.

Here is a Prest-O-Lite high-powered sales office with a Prest-O-Lite battery always on the job, unfailing current for Dictaphone, desk lamp, cabin and navigation lights.

The ship itself is the standard Ryan B-5 Brougham, powered by the Wright Whirlwind 300 h.p. engine. Here is a world of surplus power, one of many reasons for Ryan's unequalled safety.

This extra measure of safety, plus outstanding performance, made Ryan the choice of Prest-O-Lite and of many other great companies which are looking forward and skyward.

Today's Ryan is a Sister Ship of the "Spirit of St. Louis." The one pictured here is appropriately named the Vision of Prest-O-Lite.

Why not let us show you how a Ryan will fit into your business? Or send for new illustrated catalog. The Mahoney-Ryan Aircraft Corporation, Lambert-St. Louis Airport, Anglum, St. Louis County, Missouri.

The New



Brougham

For Six

SISTER SHIP OF THE  
"SPIRIT OF ST. LOUIS"

pass over night. I can imagine a grandson of the present generation, on hearing "The Village Blacksmith" read to him, saying, "Papa, what's a blacksmith?" The strongest realities of today may easily become but the vague memories of tomorrow.

"From the days of Moses to the time of George Washington, life did not change essentially for the average man. There was little opportunity, little hope, much hard work, and rigid distinction based on birth.

"Then came the Industrial Revolution and Democracy. Machines took the loads off men's backs. But the same machines played havoc with the existing social order. Cities sprang up. Factories seemed to beget population of themselves. Profits were high, and human wants began to expand along a widening horizon.

"Trade and commerce as we know them began in Europe and America during the middle of the last century. Since that time, complexity has been compounded on complication. Swift changes wipe out industries as new ones spring up over night. Human wants continue to increase, adding to the need for greater production. Art and industry join hands and a new element, style, adds a crowning touch to the already complicated, intricate pattern of modern commerce.

"Why am I repeating all this, which you all know so well? Only for the emphasis of one truth—that we are today faced with the most swiftly moving and shifting industrial order that the world has ever known."

How well wholesalers themselves realize that they are in a rapidly shifting order can be read in every page of the reports. They comprise what is undoubtedly the best study of the wholesaler and his position in existence today. Only a complete reading can give an idea of the value to the individual to be found in them.

Curiously, the reports proved doubly acceptable to the Conference. They were

presented by the respective chairmen, and a round table discussion followed. Each was accepted in turn. Then they were accepted as a whole by the action of the Conference in voting in favor of a resolution to adopt them and put their findings to the widest possible use.

The first Committee was charged with a study of wholesalers' functions and services. It was headed by Arthur P. Williams, president, R. C. Williams and Company, New York. Committee II was headed by S. M. Bond, president of Root & McBride Company, Cleveland. Its job was to study the economic factors affecting wholesaling. F. B. Caswell, vice-president of the Champion Spark Plug Company, of Toledo, acted as chairman of Committee III on business analyses. Dr. Frank A. Fall was chairman of Committee IV, on credits, sales terms and collections. Dr. Fall is director of education and research of the National Association of Credit Men, of New York.

In the resolutions adopted, the Conference made provision for carrying forward whatever seemed worth future consideration. Among the recommendations were:

It is recommended that the Department of Commerce be asked to inaugurate a movement to establish a central control of distribution cost studies, organized, directed and supervised by the Department, to which trade associations and other groups may apply to initiate and conduct such inquiries as may be desired by them, in order that the results may be published in such form, and with such dispatch, as would foster the extension of this type of inquiry and promote the introduction of methods adapted to meet the pressing needs for distributive economy.

It is recommended that the various trade associations organize an inter-association committee on education to promote a better understanding of the functions and interrelations of the various agencies engaged in distribution.

## The Modern Trend of Trade

A GOOD deal has been said about what is to become of "small business." But the fate of the small town in the face of the present compelling urban urge is no less a matter of national interest.

A statement prepared from government census figures by Dorrance, Sullivan & Company, advertising agents of New York, shows that 48.6 per cent of the total population is living in communities of less than 2,500 people, that more than 64 per cent of the people live in towns of less than 25,000 population, and that only 35.75 per cent live in places of more than 25,000.

Perhaps the most inviting food for

thought is in the report that 48.6 per cent of the population lives in 13,278 communities of less than 2,500 people each, and that all the remainder is included in only 3,078 communities.

What this division signifies in the complexion of business is in part revealed by *McCall's Magazine*. To quote:

The mere fact that people are "trading in" from greater distances hastens the passing of the crossroads store, the old general establishment and the inefficiently operated outlet in small communities. . . . Shopping centers of from 5,000 to 25,000 population and upwards are assimilating this business, and therefore are becoming of increasingly greater importance as centers of marketing areas.



# a new product = a new protection

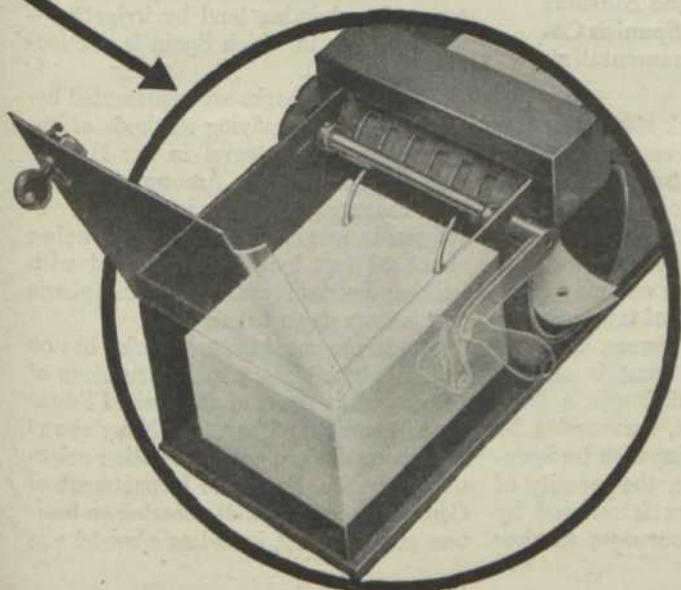


## THE UARCO-FILER

### positive protection for your sales slips = at last

1. Positive protection
2. Accuracy
3. Speedy recording
4. Simplified bookkeeping
5. Convenience

This phantom view shows how *originals* are filed in protection chamber—and how carbon copies are issued out the side.



No tampering nor changing of records—no lost tickets—no mis-reading of figures—because the *original* ticket is locked up the moment the transaction is completed—away from everyone except the responsible person who has the key.

This remarkable new machine differs entirely from registers that refold or retain a *carbon record*. The Uarco-Filer is the only register that holds on to the *original* copies—that separates them, locks them up and files them flat, all facing the same way—ready for instant transfer to post binders, and in the same operation issues one or more carbons for working copies.

With the Filer you are always sure that the record can be read and that it is actually filed, because you see it move into the protection chamber.

(Note: The *original* copy—the one on which you actually write—is best for bookkeeping and auditing. It's always more legible than a carbon and is the best evidence in case of dispute. For real protection, always hold on to the original!)

The Uarco-Filer is real protection for cash receipts, credit memos and installment payments as well as cash and charge sales slips. It may be had as illustrated, or mounted on cash drawer, in all standard sizes.

Full information on the Uarco-Filer and samples of tickets in actual use are yours for the asking. Write or mail the coupon today.

## UARCO

UNITED AUTOGRAPHIC REGISTER CO.  
BUSINESS SYSTEMS

Chicago — Oakland, Calif. — Cincinnati  
Canadian Representatives: Business Systems Limited, Toronto

UARCO, 2316 W. 43rd St., Chicago, Illinois

I'm interested in protecting my records. Send me full information on the Uarco-Filer and actual sample tickets.

Name \_\_\_\_\_

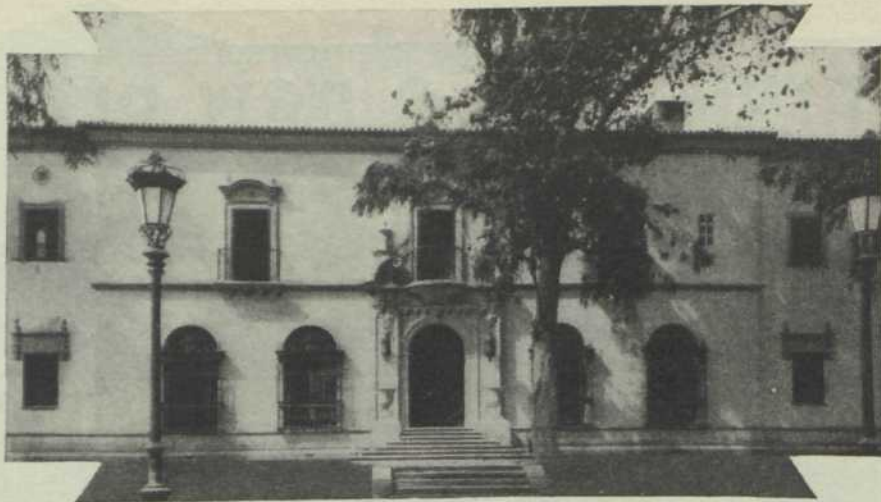
Firm \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_





A view of the residential side of the new American consulate at Seville, Spain

# Our New Castle in Spain

By HELEN ORMSBEE

**U**NCLE SAM has a castle in Spain. Unlike the castles in Spain that most of us build this is no figment of the imagination, but a useful and specialized building that will serve as a permanent United States consulate.

It cost 200,000 practical dollars and, with its tile roofs and doorways reminiscent of the ancient Spanish mission churches in the New World, stands in a setting of orange and eucalyptus trees between the Guadalquivir River and the Maria Luisa Park in the picturesque city of Seville.

In it are complete consular offices, a home for the consul and his family, another apartment for the vice consul, accommodations for an American research library, and a special suite for the use of the American ambassador or other distinguished officials who may come to Seville.

Construction is of concrete, steel, hollow tile and stucco. All the American comforts have been supplied, including hot water heating, private baths, and electric refrigeration. Conduits for wiring were built into the walls in American fashion to the astonishment of Spanish workmen, who make their walls and cut the channels into them afterwards or leave the wiring exposed.

It stands on a triangular plot, and the structure itself is six-sided. Each facade in full view of the public.

The business front—the side devoted to offices—faces the Paseo del Rio and the Guadalquivir, a convenient arrangement since much consular business is concerned



The entrance to the consular offices is after the Spanish Colonial style of ornamentation

with the ships that dock along the river front. The Guadalquivir is a muddy, rust-colored stream, broad and deep enough to bring ocean-going vessels up to the port of Seville, 53 miles from the sea.

The residential side of the building fronts on the park. Here one may loiter in the shade along paths of tawny Seville sand, bordered with flowers. The entrance to the consul's home is on this facade. Within the building is a large patio, or interior court, surrounded by shady galleries. In keeping with its Spanish colonial architecture, the severity of stucco walls and arches is relieved by decorative details in doorways, window

gratings and gallery railing. Before being turned over for its career as a consulate the structure will be open to visitors as one of a group of three buildings housing the United States Government exhibits at the Seville International Exposition. The other two buildings, a cinema house and an exhibition hall, cost \$75,000 and have no permanent value. The money to build them came out of the \$700,000 Congress appropriated for the United States' participation in the Exposition.

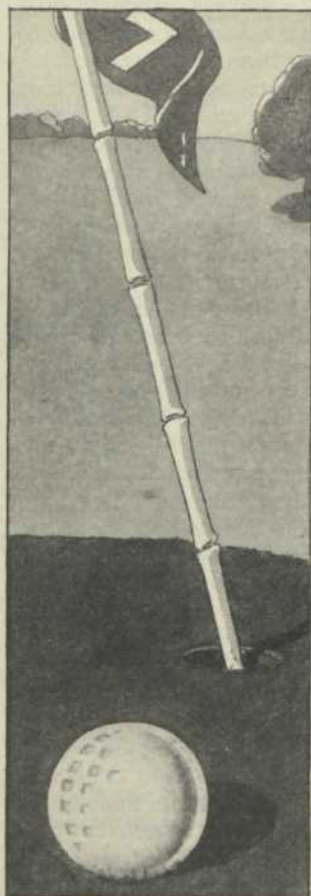
Twenty-three government departments and sub-departments are represented in the United States displays and many of the exhibits were chosen because of their relationship to Spain, past or present.

For instance, the Department of Agriculture will show methods of growing cotton and reclaiming land by irrigation—two subjects in which Spain is particularly interested.

Our national parks are represented because Spain is studying methods of encouraging tourist travel in her land of wild, high mountains. Amongst our own scenic marvels, the Grand Canyon is displayed in miniature, the model being about 30 feet long and equipped with lighting devices for showing atmospheric effects from dawn to midnight.

The Department of the Interior has on exhibit historic maps and documents of the era when parts of the United States were Spanish territory. The Navy shows life saving devices as well as other scientific activities. From the Department of Commerce come exhibits bearing on business and industry, including a model air-





## *Business Can learn something from golf*



### **Power without Control is worse than wasted**

13  
≡

#### *Thirteen Times the Manpower of Industry Hidden Away in Electric Motors*

Electric motors in America's industries today provide working capacity equal to 250 million workmen. That is more than 13 times the actual number of men employed. How effectively this army of "unseen" workers is used to bring down costs is determined by the care with which Motor Control is selected.

**Y**OU can learn it any day on any course . . . this lesson golf can teach business. Watch a physically weaker man consistently out-play his powerful, rangy opponent. Watch him shoot straight down the fairway while his physically favored friend loses strokes and balls in the rough. The difference . . . perfectly timed, perfectly controlled muscular power.

Competitive manufacturing plants, too, large and small, play on one course. The larger plants are apparent favorites in equipment . . . in chances for continued leadership. Yet often the small competitor wins . . . and usually for the same reason . . . productive power is fully utilized by precise control.

Today, unwieldy horse power is a burden industry cannot afford. But power harnessed to its job with correct

Motor Control . . . protected against disorganizing accidents to motors and men . . . can supply the deciding margin needed today in close competition.

Motor Control is such an important factor in true manufacturing economy that its selection merits the attention of every executive.

Discriminating plants weigh the facts . . . and because of their findings, more and more plants specify Cutler-Hammer Motor Control on all equipment. Machine designers . . . alert to the demands of modern industry . . . incorporate Cutler-Hammer Control as standard equipment. And electric motor manufacturers recommend its use on the motors they sell . . . knowing that the name Cutler-Hammer has identified reliable Motor Control for over three decades.

**CUTLER-HAMMER, Inc.**

*Pioneer Manufacturers of Electric Control Apparatus*  
1251 St. Paul Avenue  
MILWAUKEE, WISCONSIN

# CUTLER HAMMER



*The Control Equipment Good Electric Motors Deserve*

(8243)

*When writing to CUTLER-HAMMER, INC. please mention Nation's Business*



# St. Louis

*the Natural Aviation Center  
offers the Ideal Location for Aircraft  
Manufacturing and Allied Industries*

**A**VIATION—the next great Industry—offers tremendous business possibilities. Past the experimental stage, it is now entering the period of standardization. Problems of production and distribution...large-scale manufacturing...great combinations...sharp competition...are just ahead. The companies which will endure will be those in whose favor every advantage is operating. The first of these is Location.

In the thousand-mile open spaces of the Middle West is America's natural Aviation Headquarters. Comparatively flat, free from dangerous air-currents or large bodies of water, this area spots the center of the country and the center of population. Its manufacturing and distributing advantages, and its transportation, topography and climate, have already attracted nearly half this country's Aviation activities. At its focus is St. Louis, sixth manufacturing city.

## 76 of this Country's 153 Airplane Manufacturers are Already Located in the Central States

50% of all the Airplane Manufacturers, 42% of the Licensed Pilots, 44% of the Registered Aviation Mechanics and 51% of the Planes in the United States are in this region. Every facility for obtaining materials and allied parts, and for their fabrication by men and machinery, is at hand. A 500-mile circle around St. Louis' massed resources covers most of this territory and represents but five hours by air.

Here in St. Louis are 4 Flying Fields; 5 Aviation Schools; 4 Airplane Manufacturers; an Engine Manufacturer; and a great Transcontinental Airway Headquarters. Here are 99 foundries; 21 producers of aluminum castings; 11 forging plants; 200 machine shops; 34 pattern shops; 56 manufacturers of tools and dies; 2 manufacturers of piston rings; convenient warehouse stocks of steel...brass...aluminum. Desirable manufacturing sites are available on St. Louis' \$2,000,000 Airport, and elsewhere within twenty minutes of the downtown district.

St. Louis has interesting facts for the manufacturer of anything connected with Aviation. Correspondence is invited from manufacturers, bankers, and business men. A special Survey will be made upon request.

Write The Industrial Bureau of the Industrial Club of St. Louis. 511 Locust St., St. Louis, Mo.  
Dept. A-8



port. Among the subjects covered by government exhibits are coal mining, tobacco raising, and American foreign trade.

The United States buildings stand near those of Uruguay, Peru and Chile, on the edge of the Maria Luisa Park, through which other structures have been scattered. Some of the Spanish pavilions have been finished for several years, others only recently. The visitors who go to Spain for this Exposition will carry away a series of unforgettable impressions—of a lagoon and an arched bridge with a graceful tower rising beyond it, of buildings with lace-like cornices, of interiors glowing with the tiles that Spain has manufactured since before the Alhambra was begun, and of roses and palms and orange trees in profusion.

But when the Seville Exposition and the Barcelona Exposition are over and the sightseers are gone, the model consulate in Seville will enter upon the use for which it was designed. That use will be closely linked to America's commerce with Spain. Raw cotton, petroleum products, lumber, road working machinery, automobiles—these, according to the commercial attache accredited to the American embassy at Madrid, are some of the things the United States exports to Spanish markets.

Each of these items answers some especial need in that land which, though hoary with tradition, is rapidly becoming modernized.

Highways, for example, that did well enough for donkeys through many a century, must be made smooth and broad for motor cars. The Spanish Government has already done much in that direction, and plans to do more. Therefore the demand for road-making equipment and for cars.

With increasing motor travel, gasoline is an essential, but although Spain is rich in natural resources petroleum is not among them. Mineral oils, including petroleum products, are the second largest single export shipped from the United States to Spain. The biggest of all is raw cotton, which can be turned into manufactured goods advantageously in a country where labor is cheap.

## A Double Play

**I**N the Paul Shoe Store at San Antonio, Tex., when a salesman sells a woman a pair of shoes he doesn't wrap the shoes himself; he takes them over to the hosiery counter to be wrapped, whither the customer follows, largely because her eye is caught by the hosiery display, according to an item in the *Boot & Shoe Recorder*.

The hosiery clerk takes a peek at the customer's legs to size up what she pays for stockings, and she peeks into the shoe to size up the size, and then she picks up just the pair to match the new shoes. What daughter of Eve could resist?



## Publicity

(Continued from page 18)

the folly of going to the owner of a newspaper to have an item printed. That usually is a waste of time for two reasons. The first is that the news test generally will be applied by the owner the same as by the editor, and the second is that items marked "must" by newspaper owners have mysterious ways of disappearing around publishing offices and never finding their way into print. Nobody knows just why this happens, but it does.

The success of the Liberty Loan publicity campaigns was due in great part, so far as the Treasury was concerned, to frank dealing. The campaigns were conducted, incidentally, independently of all other government publicity.

In the beginning the Treasury made it plain to all newspaper men, magazine editors and others who helped disseminate information that they could have anything they wanted. They were told that the Treasury would unearth all the news it could possibly find and present it without color. If they felt at any time that more news was to be had than was offered, all they had to do to get it was indicate its whereabouts. Many of them followed this suggestion. Much publicity that emanated from the Treasury in the course of the Liberty Loans was due to suggestions from reporters and editors.

A miniature press association news service that reached down into every community in the United States was set up. Twice each day, men in every county of the country reported their sales and other activities to their county chairmen. These chairmen passed the information on to state chairmen who reported to Federal Reserve District chairmen who wired the Treasury Department.

### Propaganda in the Open

THUS, every morning at 10 o'clock and every afternoon at 4 o'clock, the Treasury Department had a report on Liberty Loan activities throughout the United States, and within half an hour after it reached the Department it was in the hands of press associations and newspapers. Nothing was concealed. Original telegrams, regardless of their nature, were available to the press. It is a historic fact that despite many investigations of governmental information activities during and after the war, those of the Treasury Department never were criticized.

Shortly after the close of the last Liberty Loan, officials of the American Electric Railway Association asked me to handle publicity for an investigation of local transportation in the United States. President Wilson had appointed the Federal Electric Railway Commission to determine what was wrong with electric railways. One-sixth of the total mileage of



SECTION of business portion of Portland. Building permits for the past ten years exceeded those of any other Northwest city by \$8,000,000.

### ...the center of the new industrial developments of the Pacific Coast.....

**P**ORTLAND is the "key city" of the Pacific Coast. It has all the essentials of a great city. Geographically, it is the center of the most potential section of the United States... miles and miles of industrial sites—surrounded by beautiful homes, lovely gardens, green lawns and gorgeous flowers.

Portland is an industrial city of clear atmosphere, without dust or smoke, because hydro-electric power is used. Ninety per cent of its homes are equipped for electrical and gas appliances.

Portland has splendid grade and high schools, colleges and other institutions of higher education. Four transcontinental railroads serve Portland, and it is a world port with 58 regular steamship lines reaching all domestic and foreign markets (the sixth port in export tonnage in the United States); a city of great civic enterprises and municipal and real estate developments, with low taxation and the purest water in America.

Come this summer on a vacation to Portland and Oregon in the Pacific Northwest, America's greatest summer playground! Enjoy every outdoor sport and recreation; investigate the opportunities for new industries and sound financial and real estate investments.

Portland's world-famous Rose Festival, June 9-12

If you visit HAWAII on your Pacific Coast trip, take the steamer at Portland.

## Portland invites You to Oregon



PORTLAND CHAMBER of COMMERCE  
Room 207, Portland, Oregon

Please send me information and free illustrated literature about Oregon and its industrial advantages.

Name.....

Address.....



# Over 150 million are wrapped on

Here are some of the 150 million packages which are wrapped daily by our machines. Creating machines for wrapping this wide variety of products has given us valuable experience, not only in building machines, but also in producing *packages that sell*.

All this experience, gained in 26 years of close coopera-

**PACKAGE MACHINERY CO.**

New York: 30 Church Street  
Chicago: 111 W. Washington St.





# Packages per Day our Machines

tion with the leading package goods manufacturers, is at your disposal—to help you find new and better forms of wrapping; to give your package greater sales appeal; or to find new ways of lowering your costs.

No matter what your wrapping problem may be, bring it to us—*solving problems built our business.*

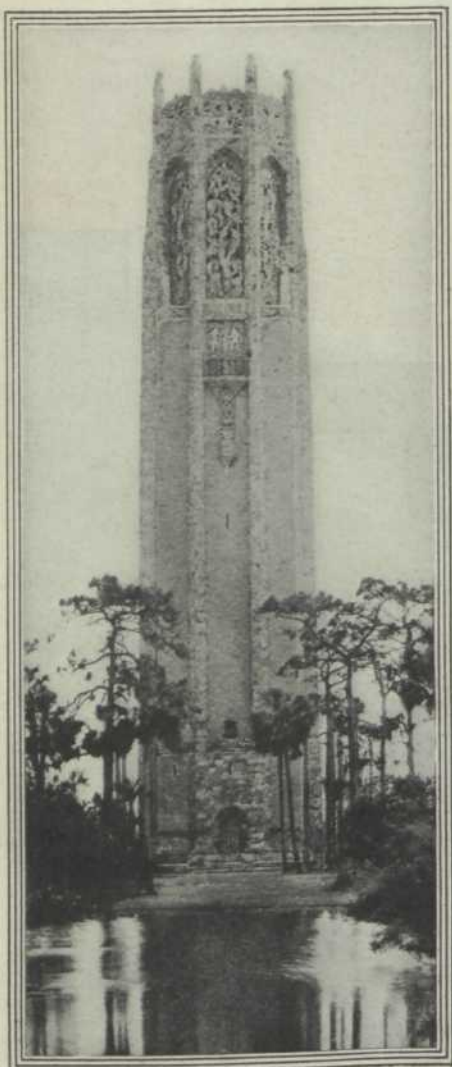
## SPRINGFIELD, MASSACHUSETTS

London: Baker Perkins, Ltd.,  
Willesden Junction, N. W. 10





# GEORGIA MARBLE



Edward W. Bok Singing Tower  
The Bird Sanctuary in Florida

## PINK MARBLE

This tower is built largely of Pink Georgia Marble . . . the same beautiful rugged material that has been used extensively for so many monumental and commercial buildings. One notable example of its use is the Federal Reserve Bank of Cleveland which occupies a full city square. To owner and architect the durability of Georgia Marble is an economy factor of great significance.

Go to your architect for information about Georgia Marble, or let us supply you with interesting literature. Write to any of our offices.

### THE GEORGIA MARBLE CO. TATE • GEORGIA

1328 Broadway NEW YORK  
814 Bona Allen Bldg. ATLANTA  
648 Builders' Bldg. CHICAGO  
622 Construction Industries Bldg. DALLAS  
1200 Keith Bldg. CLEVELAND

the industry of the country was either in receivership or bankruptcy and the whole business appeared to be headed for the rocks.

I proposed handling the story as frankly as the Liberty Loan publicity was handled. This was a new theory in utility publicity, but a majority of the leaders of the industry, including B. C. Cobb, John H. Pardee, Lucius S. Storrs, Phillip H. Gadsden and others, indorsed it.

The "tell everything" policy soon proved its value. Witnesses of all kinds were called before the Commission. Some of them shot holes through the original financing of electric railways in this country wide enough to pass a Kalamazoo shut back.

Other witnesses gave testimony showing the industry was not wholly responsible for the bad condition into which it had fallen. At the end of several months, as a result of our unbiased reporting, the country had a complete picture of the entire situation. It was able to draw its own conclusions. In the closing days of the hearings, the chairman of the Commission from the bench announced publicly his appreciation of the industry's honest publicity methods.

After the close of the hearings, the local transportation industry generally throughout the United States adopted the same publicity plan. Many companies went to the people with a complete story of their troubles. If there had been financial mismanagement, this often was frankly admitted. If service was not up to standard, managements said frankly it was not and explained why. The public was told that if it wanted local transportation it would have to join hands with managements in getting it and see that companies earned enough money to live.

### Frankness Wins the Public

TODAY, ten years after the openings of the Commission hearings, the local transportation industry is on a greatly improved basis. No longer is one-sixth, nor more than a fractional part, of the industry in bankruptcy. But the acid test of frank publicity as the industry sees it is found in the fact that, by telling its story openly, the industry has gained the confidence of the public.

There are countless other cases that have come under my personal observation which prove that open dealing is the answer to most public utility problems.

Let me point to one. It is used because a nationally known utility man familiar with the case recently expressed the opinion that it was the best proof of the efficacy of open dealing in publicity he had ever seen. A certain gas company was in bad. Everyone in town, it seemed, was against it. More than \$300,000 in legal fees had been spent in ten years in a futile attempt to make fair earnings.

A publicity man was put on the job with orders to hear the truth. He visited

people in the streets, stores, homes and elsewhere for ten days and got their views. Finally, he got the company side of the story.

It was apparent that both sides had just complaints which needed a general airing. Hence, he put the whole story together in a series of advertisements and news releases, admitting company faults and pointing out some public ones. Then he suggested certain changes.

Service improved. A rate increase was granted gladly. Earnings began to boom. The company got out of court and kept out. Peace was restored. Today the company is one of the most prosperous and well liked anywhere. Frankness did it.

### Publicity for the Public Good

UNTIL seven years ago the city of New York had no accident prevention bureau. Then Barron G. Collier, moved by the useless slaughter of innocent victims of accidents in the streets, established with personal funds a safety bureau in the Police Department. A master of publicity, he early decided that the only way to arouse the consciousness of Greater New York to the appalling accident situation was to tell it the whole truth.

So, day in and day out for four years, through every possible medium of publicity in the Greater City the truth about accidents and how to prevent them was told. No individual or medium was spared. If jay-walkers were to blame for accidents, the papers learned it. If, as frequently was the case, reckless driving or defective brakes were responsible for accidents, that too was given the widest possible publicity. Thus, during four years when the population increased at a rate of 100,000 a year and the number of automobiles at a rate of 200,000 a year, the fatality toll of Greater New York was annually decreased through open and honest publicity.

A new element in publicity is the advertising agency seeking free space. Some of them just ask openly for free space for material which has not the slightest news value. Others send a small advertisement to a paper and then try to bring pressure to bear through the local dealer for free space. This is especially true in the weekly field.

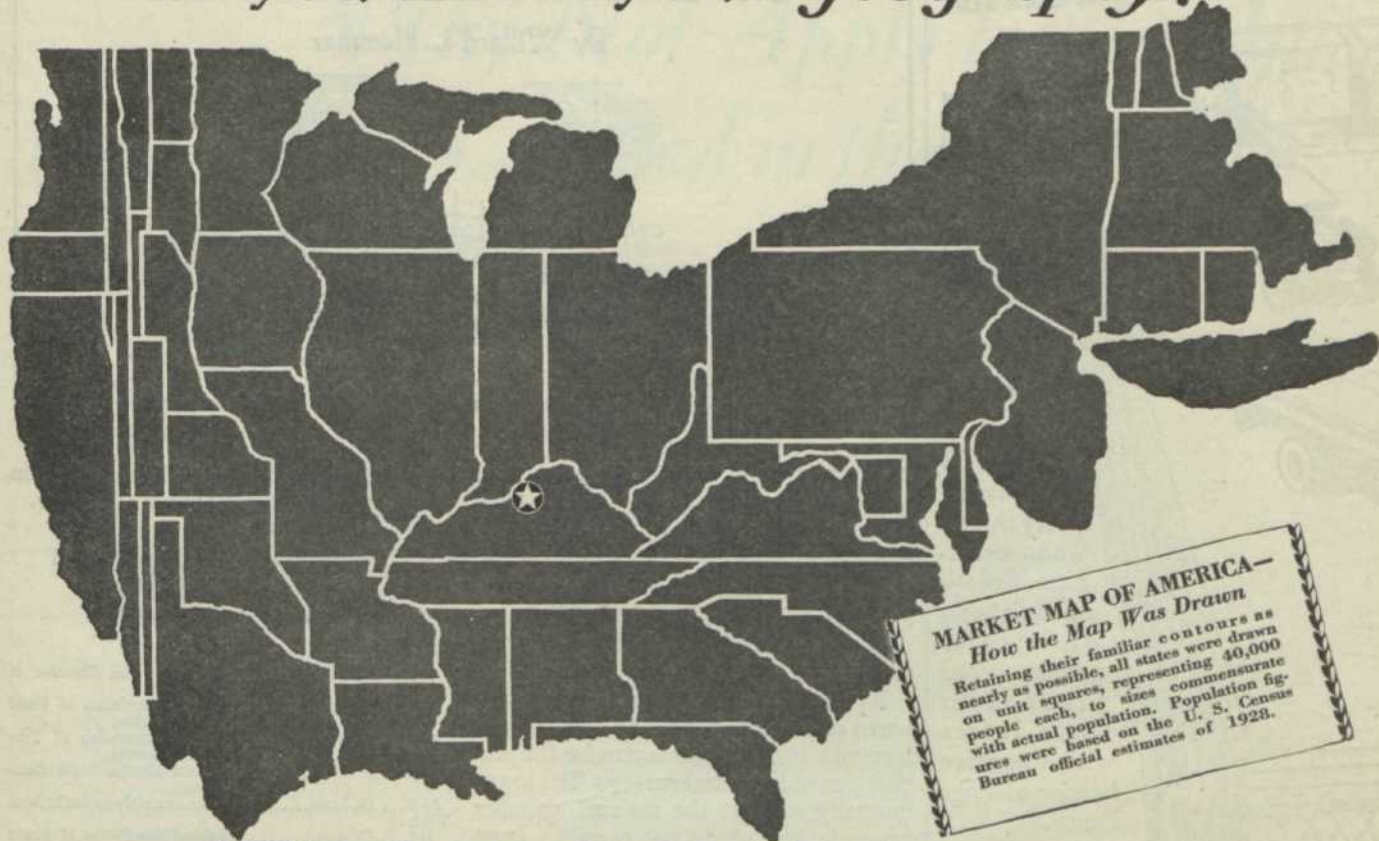
Editors throughout the country are resentful of being loaded down with junk in the form of free publicity. They are getting humpbacked opening tons of useless mail. Every week *Editor & Publisher*, a newspaper weekly, has an attack on free publicity seekers who have nothing to offer but a tin cup. Publicity men who are sending out this material are fooling no one except their employers.

The wise man seeking publicity will employ a trustworthy man at a good salary and listen to his publicity advice. In the beginning and the end he will advise:

"In publicity, as in all other things, there is no substitute for honesty."



# MANUFACTURERS: do you know your *geography*?



**MARKET MAP OF AMERICA—  
How the Map Was Drawn**  
Retaining their familiar contours as nearly as possible, all states were drawn on unit squares, representing 40,000 people each, to sizes commensurate with actual population. Population figures were based on the U. S. Census Bureau official estimates of 1928.

**T**his is not the map you learned at school . . . but it's a map from which the manufacturer of today can learn a profitable lesson in economical distribution.

It shows clearly that markets should be measured in terms of *people* rather than political boundaries . . . It points definitely to the economic necessity of locating the industrial plant at the natural center of distribution . . . at a point from which *all* markets can be reached most promptly, with best service and at least cost.

## LOUISVILLE Proven Center of American Markets

After moving gradually southwest, the distribution center of America has found a location of continued stability in which Louisville is the logical hub. Manufacturers recognizing this trend and the advisability of centralized plant location are today producing and distributing their finished products at savings of from twelve to twenty per cent.

### Over 50 Million People Within 500 Miles

Half the population east of the Rockies lives, works and spends its money within a radius of 500 miles of Louisville. And Louisville is the only large city combining low-cost accessibility

to this rich market with the low-cost production advantages south of the Ohio.

### Be Sure to Get the Louisville Story

Send for book, "LOUISVILLE—Center of American Markets", containing definite facts about Louisville as the ideal manufacturing center for distribution to all markets. Specific questions will be answered specifically—a survey pertinent to your particular requirements will be prepared at your request without obligation and in confidence.

Louisville Industrial Foundation  
Incorporated  
409 Columbia Building • Louisville, Ky.

### TO MANUFACTURERS

engaged in, or contemplating engaging in, the following industries, we shall gladly send specific data which we believe will prove really interesting:

- Wood Products
- Tobacco Products
- Metal Products
- Chemical Products
- Food Products
- Glass and Clay Products
- Wearing Apparel
- Textile Products

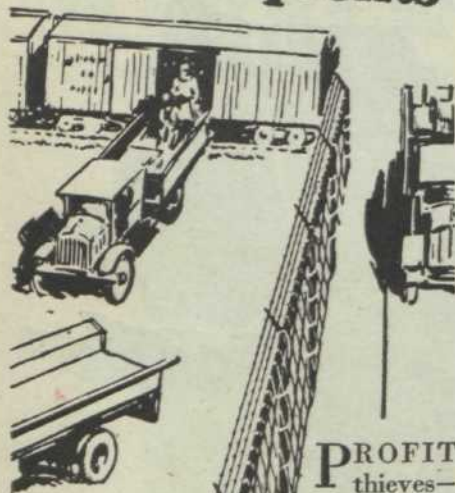
# LOUISVILLE

CENTER OF AMERICAN MARKETS

When writing to LOUISVILLE INDUSTRIAL FOUNDATION INCORPORATED please mention Nation's Business



# protection *plus* for your profits



**P**ROFIT thieves—petty theft—unaccountable fires—missing tools and jigs—protect your plant from these losses with a positive barrier of Page Fence.

53 Service Plants erect fence everywhere—from first plans to final erection. A factful book "Boundary Lines"—mailed on request. Page Fence Association, 215 N. Michigan Avenue (Dept. 56), Chicago, Illinois.

America's first wire fence—since 1833



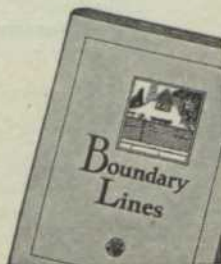
## PAGE FENCE

CHAIN LINK—GALVANIZED OR  
COPPERWELD  
ORNAMENTAL WROUGHT IRON

### ★ Investigate!

Page Fabric available in Copperweld non-rusting wire... no painting... reduced upkeep... life-time service.

This booklet "BOUNDARY LINES" tells how to protect property... copy on request.



When writing please mention Nation's Business

## NEWS OF ORGANIZED BUSINESS

By Willard L. Hammer



Auckland (New Zealand) Chamber of Commerce founded in 1869

### Regional Survey Made

SOUTHWESTERN Virginia, Inc., a regional chamber of commerce covering the 19 counties of southwestern Virginia, has tackled admirably the problem of providing surveys and statistics on the territory it serves.

Its territory, for the most part, is composed of towns too small to employ professional engineering concerns for the preparation of industrial surveys. The towns mutually support the regional chamber whose budget would not permit a large expenditure for the needed surveys.

Through the cooperation of the Extension Service of the State Polytechnic Institute, the regional chamber of commerce is enabled to have its entire territory included in a survey. The school's equipment and specialists are used in the work. The costs are only for traveling expenses and printing.

The surveys of the 19 counties are being printed in convenient booklet form separately for each county. They are so arranged as to permit a separate printing for towns.

The 19 surveys will be gleaned for the strongest facts in all, from which a comprehensive booklet will be printed to give a bird's-eye view of the region.

Homer K. Bowen, secretary of Southwestern Virginia, Inc., says that the survey is progressing satisfactorily and that it bids fair to set a new style in industrial surveys for small towns.

### New Air-Mail Map Ready

THE Transportation and Communication Department of the United States Chamber of Commerce has published a revision of its map showing the air-mail services in the United States.

With this revised map are included time tables of all the air services in the country. Pertinent postal regulations make the folder a complete air-mail guide.

The maps may be obtained at cost from

the Transportation and Communication Department of the National Chamber.

### Coming Business Conventions

(From information available May 5)

Date	Place	Organization
June		
Week of		
3rd....	Chicago.....	Music Industries Chamber of Commerce.
3-5....	Chicago.....	National Association of Sheet Music Dealers.
3-6....	Buffalo.....	National Association of Purchasing Agents.
3-7....	Atlantic City.....	National Electric Light Association.
3-8....	St. Louis.....	Association of Operative Millers.
Week of		
3rd....	Chicago.....	National Association of Music Merchants.
4....	Chicago.....	National Piano Manufacturers Association of America.
5-7....	Saranac Inn, N.Y.	National Association of Mutual Savings Banks.
6-8....	French Lick, Ind.	American Feed Manufacturers Association.
6-11....	Kansas City, Mo.	Southwestern Coal Operators Association.
10-11....	Roanoke, Va.	Southern Hotel Association.
10-12....	Detroit.....	National Customs Service Association.
Week of		
10th....	Tulsa, Okla.	American Institute of Banking.
10-13....	St. Louis.....	Heating and Piping Contractors National Association.
11-12....	Pittsburgh.....	American Wholesale Coal Association.
11-13....	Oshkosh, Wis.	Illinois and Wisconsin Retail Coal Merchants Association.
11-13....	Blowing Rock, N.C.	Hardware Association of the Carolinas.
Week of		
17th....	White Sulphur Springs, W. Va.	American Dental Trade Association.
17-18....	London, Ontario.	Advertising Affiliation.
17-19....	West Baden Springs, Ind.	National Association of Cost Accountants.
17-20....	St. Louis.....	National Leather & Shoe Finders Association.
17-20....	Buffalo.....	Wholesale Saddlery Association of the United States.
18-20....	New York.....	National Macaroni Manufacturers Association.
18-21....	Nashville, Tenn.	National Retail Credit Association.
19....	Wausau, Wis.	American National Fox Breeders Association.
19-22....	Del Monte, Calif.	Pacific Coast Electrical Association.
20-21....	Minneapolis....	Northwestern Association of Mutual Insurance Companies.
Week of		
24th....	Oklahoma City...	National Retail Hardware Association.
24-25....	New Haven, Conn.	Clock Manufacturers Association of America.
24-26....	Detroit.....	American Institute of Quantity Surveyors.
24-28....	Atlantic City.....	American Society for Testing Materials.
25-29....	Los Angeles.....	American Warehousemen's Association.
26-28....	Chicago.....	American Seed Trade Association.
26-28....	Chicago.....	National Association of Taxicab Owners.
26-29....	Boston.....	National Association of Real Estate Boards.
27-29....	Buffalo.....	National Association of Master Plumbers of the United States.
27-28....	Niagara Falls, N.Y.	National Knitted Outerwear Association.



# Why Not Apply to the Office the Lessons Learned in the Factory?

What machinery has done in the factory, it can do in the office. Nor does it require a system of "time-sheets" to determine this. Thousands of organizations have already proved the value of modern office equipment for you. Here's only one example of what Marchant Calculators have done. . . .

## *This Lumber Producer Saved \$10,000 in Nine Months*

One of the largest lumber organizations in the Nation. They needed an entirely new set of figures. They installed the Marchant Calculator. They got the figures. And there was no question about their accuracy—they were done by machine.

Marchant saved them \$10,000 in nine months, on this one job . . . But that's only the start of their savings. . . .

## *Now They Short-cut All Their Figuring Jobs*

Constantly, day-after-day, figuring jobs like this come up. . . . so many pieces of lumber, 1" x 4" in size, 16' long, @ \$19.85 per thousand . . . wanted, the number of board feet, and the total value.

You should see how this is figured on a Marchant Calculator. Tap a few keys here, push a button there, shift a lever . . . and while you stand amazed, the answer appears before you!

You can't realize what a Marchant Calculator is really capable of doing for you, until you've seen it in action on your own figuring work.

## *Try a Marchant on Your Own Work—Without Obligation*

We will gladly let you have the use of a Marchant—without obligation—to test right in your own office, on your own work.

Then you can try it out on costs, payrolls, partial payment plans, interest, retirement funds, actuarial problems, way-bills, etc. You can turn over all your figuring to this Marchant, and determine, for yourself, the tremendous savings that are possible with it.

You will be astonished to see how the Marchant can short-cut your figuring problems.

You will see the Marchant actually figuring several problems simultaneously. You will see its automatic division, automatic multiplication, automatic repeat addition, direct subtraction, automatic dial clearance, etc. You will see it figuring your problems in from 25% to 40% the usual time.

And you will be especially pleased with its simplicity of operation.

## *Anyone Can Run a Marchant Calculator*

Anyone can run any model. No special training is required. No special help. You merely install the Marchants in your office, and the regular staff carries on.

We will gladly send you additional facts. Mail the coupon for the booklet, "Eliminating Mental Work". It's free. To try a Marchant on your own work—without obligation—check the third or fourth square in the coupon. Or consult your directory, and telephone our nearest office—there is one in every principal city of the United States and Canada. Representatives in all foreign countries.

## *New Portable—for Executives*

Executives will be interested in the New Marchant Portable. Occupies desk space of only 6¼" x 12". Can be slipped into a handbag or the file drawer of a desk. Answers every figuring problem. Anyone can run it. \$125. If interested, check the second or fourth square in coupon.



# MARCHANT

## Calculators

MARCHANT CALCULATING MACHINE CO  
Dept. 4—Oakland, California

Please send booklet—

"Eliminating Mental Work" ☐ On New \$125 Portable ☐

I should like to try—without obligation

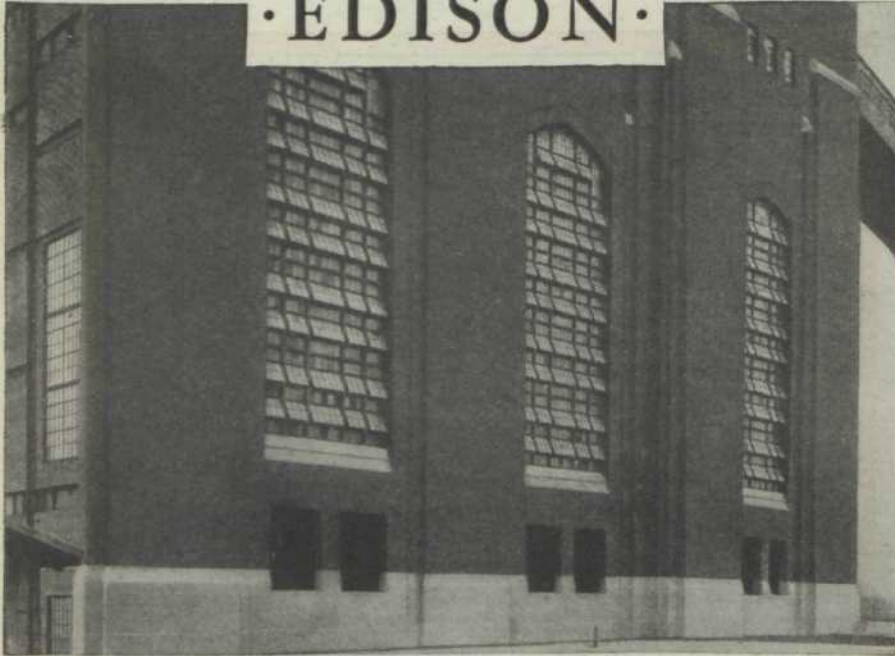
An Electric Marchant ☐ The \$125 Portable ☐

Name \_\_\_\_\_ Company \_\_\_\_\_

Address \_\_\_\_\_



# Nationally known users of Fenestra · EDISON ·



Edgar Power Plant of the Edison Electric Illuminating Company of Boston, Weymouth, Mass.  
Engineers, Stone & Webster.

IN this great power plant of the Edison Electric Illuminating Company at Weymouth, Mass., an efficient layout of Fenestra WindoWalls provides adequate daylighting and controlled aeration. Over 700 units (18,930 sq. ft.) of Fenestra were used. Two hand-controlled Fenestra screw-type operators open and close the forty-three ventilators in each of the mammoth bays.

This Fenestra installation is but one of thousands in the plants of the country's great corporations.

Today Fenestra Engineers can *predetermine*, with considerable accuracy, the efficiency of your daylighting and aeration design *before* your buildings are built.

This service comes to you through an experienced Department of Engineering Research—and without obligation. 'Phone the local Fenestra office.

**DETROIT STEEL PRODUCTS COMPANY**  
2292 East Grand Boulevard, Detroit, Mich.  
Factories: Detroit, Michigan, and Oakland, California  
Convenient Warehouse Stocks

# Fenestra

steel windows

When writing to DETROIT STEEL PRODUCTS COMPANY please mention Nation's Business

## Bringing Books to the Business Man

THE Business Branch of the Public Library is becoming more and more a necessity to the business man. Though there are only a few such branches in this country, American cities are gradually recognizing their need. Generally situated in the office section of such cities as have them, these branch libraries are used by research departments, accounting departments, credit departments, offices, factories, stores, banks, trust companies, investment companies, advertising departments, students of economic and business subjects, salesmen, and business men generally.

Establishment of business branches of libraries close to the centers of business was inaugurated by the Public Library of Newark, N. J., in 1904. Now, the public libraries of Minneapolis, Indianapolis, Detroit, Providence, Chicago, St. Louis, Cleveland and a few other cities either maintain down-town business branches or house business books in chamber of commerce buildings. Boston has started a great collection of books on business through an agreement between the Public Library and the Harvard Graduate School of Business Administration.

### Wide Range of Material

IN THESE ways the libraries become business assets. The collections in these business libraries differ widely from the usual range of library material. Here are hundreds of city directories; trade directories covering special industries, professions and commerce and finance; government documents; material on foreign trade and accounting, in short, everything in book or magazine form that may be useful to the busy man.

A convenient location for such a library is a necessity. The library at large cannot give the contact that the business man gains in a visit to such a branch, devoted entirely to his service. Here the material is collected with the specific needs of business in view, and the attendants become veritable sleuths in the skillful manipulation of material. In some business branch libraries there are reference librarians, catalogers, stenographers, and other persons ready to cater to the business man's needs and, since time is money, to save him dollars.

Since from the field of business itself has come the demand for this aid it is surprising that more branch business libraries do not exist. But many cities are investigating and gradually adopting special business branch libraries as they discover their practical value.

—KATHERINE LOUISE SMITH.



## Work Stops But Pay Goes On

**R**ECOGNIZING that labor is a commodity which must be kept available, the Consolidated Water Power and Paper Company of Wisconsin and Ontario, Canada, has adopted a plan under which its employees are paid whether they are working or not.

The company regards the scheme not as a philanthropy but as sound business. It guarantees the employees a continuous annual income whether the plants shut down or not, thus assuring itself a supply of satisfied and efficient labor.

The plan commands additional respect because the company has always frowned on paternalism or hand-out policies. Free turkeys on holidays, picnics and company-paid nurses to inspect the children of the workers have no place in the scheme of things as far as the company is concerned. Thus the men know the pay they receive when idle is not a gift—that the company recognizes that they have something to sell for which it is willing to pay and that their relation is strictly on a business basis, that it is a buy-and-sell proposition.

The plan was worked out by company officials and union leaders. Each man who has worked for the company more than a year is assured of a salary equal to about one-third of his regular wages whenever he is forced out of work by a shutdown. The scale varies with the number of years a man has worked for the company.

Skilled men are assured \$75 a month, the four grades of lesser skilled men are guaranteed \$65, \$55, \$40 and \$30, respectively. Laborers who have worked more than three years draw \$30 and those who have been with the company one to three years get \$20 a month.

However, although this amount is guaranteed, the men do not get it if they earn an equal amount doing other work. If a man, for example, entitled to \$75 a month, was to earn \$60 outside the plant he would be entitled to draw only \$15.

The union checks on each man to learn if he is earning any money outside the plant. If he signs an affidavit stating that he has earned no money and the union officials know he has, they agree to his immediate dismissal.

The plan is used in the company's plants at Wisconsin Rapids and Biron, Wis., and Port Arthur, Ont. Members of three unions, the International Brotherhood of Paper Makers, the International Brotherhood of Electrical Workers and the International Brotherhood of Pulp, Sulphite and Papermill Workers, are affected by the arrangement.

—EARL MCINTYRE.



## Friendly Folks

Like any other business, Insurance has its Smiths and Joneses. Men and women with families to support; who enjoy a variety of pleasures; who have regular work to do.

Stripped of titles—removed from office routine—they are simple, human, friendly folks who might well be your next door neighbors.

Take the adjuster, for example. Perhaps you've never met one because he enters the picture *after the loss*; a trying time for the man whose property has been damaged; a hard situation for everyone concerned.

This adjuster is an intelligent, courteous man. Actually he works both for you and for his insurance

company. He is *not* trying to prevent collection. Rather, he knows your need for prompt payment, and tries to speed up final settlement. Also, to complete our records, he must get definite information on the loss.

Occasionally, unjust suspicion of his motives puts him in an embarrassing position. His job is not an easy one. Yet with all its difficulties, you'll find him as fair and easy to get along with as any of your regular business connections.

Throughout the Agricultural organization, you'll find cordial, friendly folks, with an unusual background of insurance experience, and a keen desire to put that experience at work to help you.

You can obtain  
Agricultural Policies  
for all coverages such as:

Fire • Parcel Post  
Automobile • Marine  
Use and Occupancy  
Rent and Leasehold  
Windstorm • Floaters  
Sprinkler Leakage  
Registered Mail  
Transit • Earthquake  
Tourists' Baggage  
Explosion and Riot  
Aircraft Damage

**Agricultural**  
Insurance Company  
of Watertown, N.Y.



# Harvesting the College Crop

By W. C. BOWEN

Personnel Director, International Telephone and Telegraph Corporation

**B**USINESS concerns, looking to the colleges for future executives, may rest assured that a type of man is being developed who will be mentally and physically equipped to take his place in the commercial world and to meet all the demands of this present era of vast national and international operations.

I agree with Dean Gauss of Princeton, who not long ago declared his belief that the period of "rah-rah boys in coon-skin coats" is on the wane and that such collegiatism is merely a passing phase of youth. The personal contact I have had with senior classmen of more than a score of our important universities, extending from Harvard in the East to Illinois, Purdue, and other institutions farther west, convinces me he is right.

A representative group of colleges, including Cornell, Yale, Harvard, Massachusetts Institute of Technology, Princeton, Pennsylvania, Lehigh, Penn State, Carnegie Institute of Technology, University of Pittsburgh, Northwestern, Chicago, Illinois, Wisconsin, and Minnesota Universities, was selected this year by the International Telephone and Telegraph Corporation as the field of search for material. At these colleges possibilities and opportunities for young men in our organization were discussed with several thousand upper classmen.

One frequently hears that college men are on the downward path. But I believe the opposite is true. The men being graduated from the universities today are just as good as in years past.

## A Growing Desire to Help

**I**N SOME respects I believe they even have an edge over former graduates. The college curriculums have been improving constantly and as a result students are better trained. I find in the universities, among faculty and personnel officials, a keener desire than ever before to assist in the development of the students and to help them discover their own capabilities and vocational aptitudes. At Massachusetts Institute of Technology, for instance, a course in humanities is being given that has occasioned the enthusiastic interest of the students. A noted engineer was selected to originate the course, and, following the trial and error method, he has formulated a course that will undoubtedly prepare the way for similar ones elsewhere.

This course at M. I. T. simply indicates the general trend at universities.

Many institutions have developed their personnel and placement bureaus to remarkable degrees. They are not only assuming responsibility for placing their graduates in positions but also are guiding and counseling the students in their personal problems. Personnel counsellors of a number of universities spend many hours consulting with undergraduates, furnishing them with vocational advice, and assisting them to develop well-rounded personalities.

## Friendly Counsel Needed

**C**ASES come to mind where advice of this sort would have helped men immeasurably had it been available to them as undergraduates. At one college this year I interviewed a promising senior, one of the honor men of his class. When I talked to him he was shy and ill at ease, and kept his eyes constantly on the floor. Here was a case, I thought, where a little friendly advice on the part of one of the counsellors would have helped.

Unfortunately, there are hundreds of men being graduated from our universities who need kindly, corrective guidance. Many of our universities are providing for this and I feel the day is not far distant when such work will be rated as highly by college authorities as any regular instruction. Then college men will be much better prepared vocationally and personally than many of those being graduated today. It is because I perceive a definite trend toward vocational guidance and character building that I feel optimistic regarding the college men of tomorrow.

When the present movement toward vocational and personal guidance is better established, the business representative and college men will have an improved basis for their conferences. The business representative, on his part, must come to the colleges better equipped with information regarding the future possibilities in his particular concern, and the students, on their side, must know themselves better and understand in what field their capabilities lie.

A phase of college recruiting that interests me is the reception now accorded business representatives by university officials. It used to be the case that business representatives visiting universities had to sink or swim according to their own efforts. That condition is almost completely reversed.

Today placement bureau officials, deans and even college presidents are most cor-

dial to the representatives of business houses eager to engage college men. They realize that they have a responsibility in the placement as well as the education of undergraduates. They apparently feel a deep concern in offering their students a chance to investigate as many business opportunities as possible.

My personal experience substantiates this conclusion. In many universities, professors have gladly placed their classes at my disposal, permitting me to talk about the prospects my organization offered. Placement executives go to no end of trouble to invite the student body to meet business representatives. This is as it should be and I believe that in years to come even more will be done to facilitate the recruiting of college graduates.

The engineering schools, it seems to me, are considerably ahead of the purely academic institutions in the work of vocational placement. I realize that the engineering curriculum is more concentrated than the academic, and that in many instances the students are more accessible for interviews.

## Bewildered By Activities

**S**TUDENTS in academic institutions are likely to be concerned with numerous extra-curricular activities. Surrounded by a variety of interests they are apt to become bewildered. They do not know what they are going to do when they are graduated and are inclined to delay their decisions to the last moment. Engineering students, on the other hand, forced as they are to deal in concrete problems, look ahead to business in a practical and systematic manner.

Selection of young men to train for future important executive and engineering positions cannot be reduced to theorem or formula. While it is largely a matter of hunch so far as I am concerned, I have discovered certain methods which have proved valuable in my work of selecting men.

It cannot be too highly stressed that frankness and sincerity are prime requisites in dealing with college men. You cannot pull the wool over their eyes. They are keen to detect what they slangily term "blah." What they demand is simply the story of the opportunities in your business, stated in a matter-of-fact way. The keen analysis of these young men puts a business representative on his mettle and makes it necessary for him to be sure of his facts.

What I always try to do is to make



*So FAST,  
So VERSATILE,  
So EASILY OPERATED*

*it has won  
preference  
everywhere . . .*

**The new Century  
Protectograph**

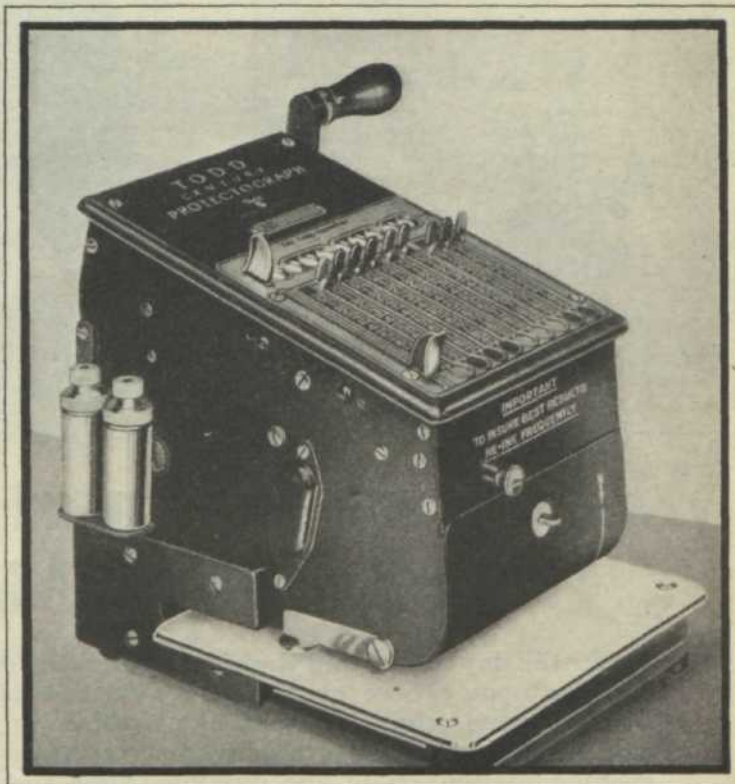
THE new Century Protectograph is built for speed. . . . It is surprisingly versatile. . . . Its easy operation and fine balance distinguish it immediately as a different kind of check writer. Business throughout the country has given this latest Todd machine a very enthusiastic reception. Over seventeen thousand new Centurys have been sold in twelve months.

The universal acceptance of the new Century Protectograph is evidence of how thoroughly this rapid, adaptable, new check writer has met every modern business need for such an appliance. Its quick visibility, its finger-touch control, its perfect work, its handsome, sturdy businesslike appearance—are all new features doubly welcome at such a moderate price.

Have a Todd representative demonstrate this handsome, fast new Protectograph in your own office. Test its speed on your own checks. Try out its easy adaptability to practically any business form you want amount-written. There are many desirable possibilities in the new Century. See what attractive prefix characters can be made of your trade-mark or business symbol to add unique advertising value to your checks.

You must actually see and try the splendid new Century Protectograph to realize what a value it is—to understand what new standards of performance it establishes for a moderately priced check protector. The Todd office in your city will send a representative. Or mail the coupon for complete information. The Todd Company, *Protectograph Division*. (Est. 1899.) Rochester, N. Y. *Sole makers of the Protectograph, Super-Safety Checks and Todd Greenbac Checks.*

*Because Todd users qualify as preferred risks they enjoy discounts of from 25 to 60% of standard premiums for forgery insurance.*



*Trade-in allowance*

Todd representatives appraise old check writers fairly because Todd Protectographs are priced fairly. An extravagant allowance for your old check writer could be possible only if the new machine had an inflated price and an excessive selling margin. The most important thing to you is not what you are allowed for your old check writer . . . but how much actual value you get in the new one for the dollars you invest. Before you buy any check writer, safeguard your investment by comparing its performance and reputation with those of a Todd Protectograph.

THE TODD COMPANY  
*Protectograph Division*  
1130 University Ave., Rochester, N. Y.

6-29

Please send me further information about the new Century Protectograph.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_



**TODD SYSTEM  
OF CHECK PROTECTION**

*When writing to THE TODD COMPANY please mention Nation's Business*





## When you stop in at the Office at 9<sup>30</sup> P.M.

After the day is over and the office is deserted except for you upon whose shoulders the success of the business rests, what do you think about? Away from the jangling telephones, the hurried telegrams, the rushing messengers of the daytime, your thoughts turn to the bigger problems.

What about the vital records of your business? Can you go to a Fire Resistive Safe and get them or are they all over the place in this office and that? They should be where neither fire nor carelessness can destroy them—in a Diebold Fire Resistive Safe.

Have you the correct degree and type of modern protection for your records—labeled by the Underwriters' Laboratories? Remove the doubt that comes when the day's work is done. Send for our book, "Protection of Modern Business Records." You will find suggestions of value to you.



*Let us measure your degree of risk and recommend the protection necessary.*

**DIEBOLD SAFE & LOCK COMPANY, CANTON, OHIO**

*Represented in leading cities in U. S. A. and Canada*

# DIEBOLD SAFE

ASK YOUR BANKER

*When writing to DIEBOLD SAFE & LOCK COMPANY please mention Nation's Business*

the young man I am interviewing feel at ease. Self-consciousness hides a man's qualities more than anything else. I try not to surround my interview with frills of any sort. I want it to be a matter-of-fact, friendly contact in which all sorts of things are discussed.

What extra-curricular activities has the student participated in? What sports is he fond of? Where has he been spending his vacations? Has he been working? Answers to such questions, not shot out in machine-gun fashion, but brought casually into conversation, help to judge the man.

I try to make the flow of conversation continual and natural. It is advisable to have the candidate do most of the talking. The prospective employer hangs on every word, every facial expression, trying to size up the personality of the man and formulate an opinion of his character. It may be some little thing he says, his choice of words, his methods of gesticulation, which will assist the employer in making up his mind whether the young graduate is worth the gamble of employment.

I was especially impressed this year with the keen interest shown by the seniors in investigating the possibilities offered them by business organizations. To cite a case in point, at one university I visited more than 100 students were gathered together in the space of two or three hours, and all attending were eager to learn what opportunities the International System had to offer.

I have found that in such a group a few men will have sufficient imagination and vision to picture a business opportunity quickly and concretely. It is not necessary to "sell" the company to such students.

Rather they assume the initiative and attempt to sell themselves to the company representative. The men who hedge and ask a thousand questions, many of them irrelevant, I instinctively exclude from consideration.

### The Problem Before Collegians

A SERIOUS problem is confronting both college men and the university authorities. There are so many corporation representatives visiting the colleges for personnel that competition for the better types of seniors is keen. College placement officers, in consequence, must not only counsel the better students regarding their selection of future opportunities, but also caution them to keep level heads during the process.

The chief danger of this whole plan of going to the colleges is that college men may get an erroneous idea of their worth when they have 20 or more offers to choose from.

The most that any of these companies present is opportunity for the students to prove their worth. Each student must weigh the advantages of one company



against the others and, after making his decision, take up his duties just like any other beginner.

The problem of placing the lower half of a graduating class is a difficult one at times. Men in this group do not have as many opportunities as the upper half of the class and must often seek work in the open market.

The college authorities, however, are sympathetic in their treatment of these men and cooperate to the best of their ability in placing them. In a few universities, the authorities pride themselves on their ability to place and keep placed all of their seniors.

Many of the outstanding corporations in the United States today are sending representatives to the leading colleges to obtain new blood, and the placement bureaus of these institutions are becoming more and more efficient in assisting seniors to obtain positions with real opportunities.

### More Students Being Placed

THERE are dozens of big companies sending representatives out each Spring to "harvest" the college crop. According to Walker W. Daly, secretary in charge of student employment at Harvard University, the number of seniors requesting interviews has increased from 20 to 30 per cent each year, and he says there is every indication that ultimately 50 per cent of the members of the senior class will make it a point to see one or more of the corporation representatives before choosing their life work.

Men from engineering schools have been more in demand than those from the straight academic institutions. This is probably due to the great strides made in recent years by the public utility corporations, spreading, as they are all over the world and accomplishing vast programs that require a high degree of engineering skill.

When I visited Pennsylvania State College at State College, Pa., this year, Charles L. Kinsloe, head of the department of electrical engineering, declared that he judged that about 85 or 90 per cent of Penn State students now obtain positions through the representatives of large corporations that call upon the college annually.

It was his opinion that three-fourths of the larger employers of electrical engineering graduates now recruit new help in this manner.

The personnel office of the Massachusetts Institute of Technology, of which Col. Frank L. Locke is director, had records up to March this year of 27 concerns that had interviewed seniors. Between March and June Colonel Locke estimated that probably the total would be swelled by 20 or 25 more concerns. The grand total of more than 50 represents a decided increase in the last five years, according to Colonel Locke.

# "I'll improve your product's quality

*and at the same time decrease its cost"*



## *Promised the Louisville Drying Engineer*

"I doubt if you can," said the manufacturer, "I'm already using the best raw material money can buy."

"That's not the point," replied the L.D.E. "I claim that a Louisville Dryer will improve your product's color and texture, due to more efficient drying. Furthermore, it will greatly decrease your costs."

"To what extent?" asked the manufacturer. "I've always thought my present method was fairly economical."

"A Louisville Dryer," declared the L.D.E., "will dry just twice as efficiently. That means you can dry double as much material with the same amount of fuel you now use. What's more it will require only a single attendant instead of the six you employ at present."

"Well, I must confess you have me interested," said the manufacturer. "I assume, of course, that you can prove your ability to accomplish what you claim."

"Easily," replied the L.D.E. "My company has specialized in building dryers for the last forty years. Up to this time we have satisfied more than a thousand manufacturers among fifty different industries."

"We have a laboratory equipped with plant-size dryers which is at your service. Ship us some of your material and we will prove, beyond any doubt, that with a Louisville Dryer of your own you will get the results I have claimed."

A few hours spent by a Louisville Drying Engineer in your drying department may disclose unsuspected opportunities to cut costs. Such an investigation costs nothing and involves no obligation whatever, so write at once for further particulars of this helpful engineering service.

## **LOUISVILLE** DRYING MACHINERY COMPANY.

Incorporated

Hull St. and Baxter Ave.  
Louisville, Ky.

Cable Address, Loudry, Louisville, Kentucky

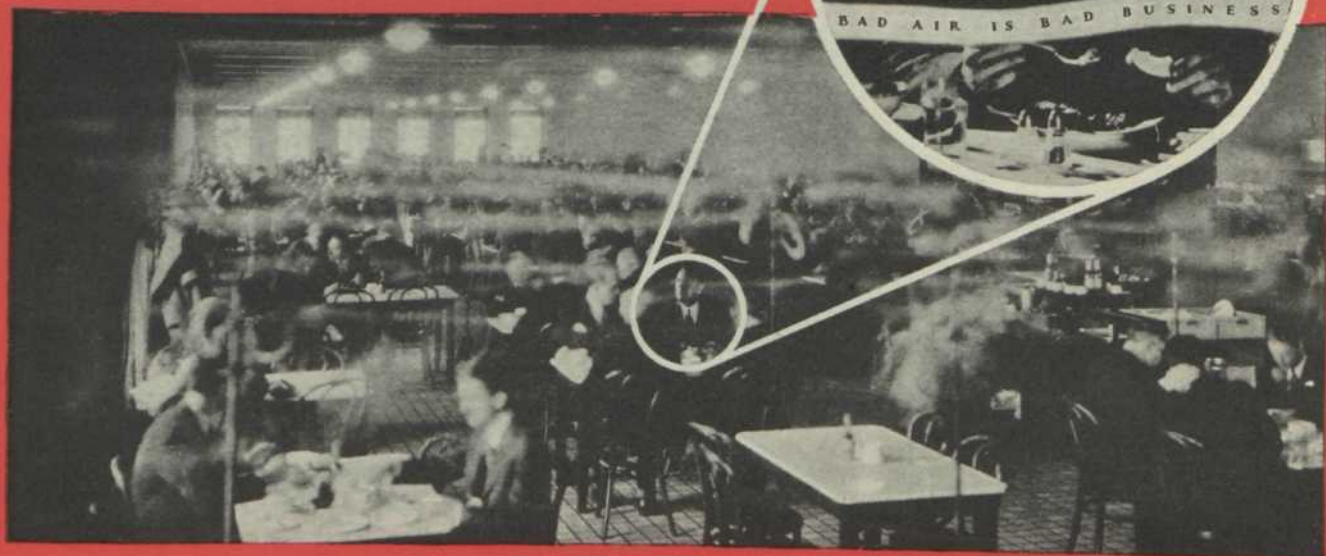
## 5 Ways to cut drying costs

- 1 The first way is to permit Louisville Drying Engineers to make a study of your drying problems. They will recommend a Louisville Dryer which will . . .
- 2 Cut fuel expense from one third to one-half in many cases.
- 3 Deliver dried material continuously, thus permitting of uninterrupted plant operation.
- 4 Cut the number of attendants needed to one in most instances.
- 5 Reduce the amount of floor space required as much as 80%.

When writing to LOUISVILLE DRYING MACHINERY COMPANY please mention Nation's Business



# Where People Eat... or Meet... they demand FRESH AIR



## *In Any Business, Proper Ventilation Helps Win and Hold Customers*

"Let's go," an office worker remarks. "I need some fresh air more than I want dessert."

"I'll never come here again," says another.

"It's always the same—you can cut the smoke in this place with a knife."

"There's a good restaurant up the street."

Tomorrow and afterwards, "up the street" they go, and with them—*your profits*.

Restaurant customers expect good food; that's what they pay for. But they insist on eating in comfort. You can't complain because they don't come back to places that are hot and stuffy, filled with smoke and kitchen odors.

Bad air is bad business, and a detriment to

health as well, not only in restaurants, but in stores, offices, factories, theatres and homes—wherever people gather indoors.

The many types of American Blower electrical ventilating equipment provide an easy, inexpensive way of permanently correcting ventilating difficulties *at their source*. Scientifically designed, extremely quiet, trouble-free in operation, economical to install—the result of over 48 years' experience in the manufacture of air handling equipment—American Blower products daily demonstrate the fact that *good ventilation pays big dividends*.

Ask your electrical ventilating contractor to quote prices on installing American Blower equipment—remembering that good ventilating in most cases costs no more than good light.

AMERICAN BLOWER CORPORATION, DETROIT, MICH.  
CANADIAN SIROCCO COMPANY, LIMITED, WINDSOR, ONT.  
BRANCH OFFICES IN ALL PRINCIPAL CITIES

© A. B. Corp.—1929 (369)

### American Blower

VENTILATING HEATING AIR CONDITIONING DRYING MECHANICAL DRAFT

MANUFACTURERS OF ALL TYPES OF AIR HANDLING EQUIPMENT SINCE 1881

**COUPON**

Please send me complete information on ventilating:

☐ Store    ☐ Office    ☐ Factory    ☐ Garage

Name \_\_\_\_\_

Full Address \_\_\_\_\_





A spectacular duel in court marked the lawsuit of *Donnelly vs. McArdle*

# Look Before You Go to Law

By EVERETT SPRING

ILLUSTRATIONS BY J. D. IRWIN

**T**HE American is noted as a fighter. The title is merited. He has the quality of stick-to-it-iveness in his nature that wins. Sometimes, however, he loses—even in victory. Where a principle is involved, especially, his spirit of combativeness may carry him on to such an empty triumph. He may be wrong, but he hangs on to his conviction to the contrary with bulldog tenacity.

Nowhere is this more strikingly shown than in the legal field. There are numerous instances where a dispute over a few pennies has cost a small fortune in litigation, and other instances where the legal contest for the possession of an estate has eaten up many thousands of dollars and bankrupted the contestants.

Many people are so constituted that they would rather risk the loss of thousands of dollars in costs than pay five cents they think they do not owe; others will risk thousands to recover an infinitesimal amount they believe due them.

Thus, in a recent case, a merchant spent more than \$900 to recover the value of a five-cent postage stamp. Another man contested the claim of his mother-in-law for 16 cents. He lost and was forced to pay \$612 in costs, besides his attorney's fees.

There is a record in New England of a case where suit was brought for one cent; and not infrequently people get into a legal fight where less than a dollar is involved.

In contesting wills and in litigation over the distribution of estates, money often is poured out like water in costs and legal expenses. Witness the suit over the Travers will, involving a fortune of \$3,000,000. The costs alone amounted to more than \$2,000,000, and as there were 105 heirs it is evident that little remained for distribution among them.

Further evidence that the American firmly believes in the theory that every wrong has its legal remedy may be found in the fact that more than five million civil suits are brought before the courts of this country every year.

There are more than 100,000 attorneys to try these cases—and to find "cause" for starting others. And the number of attorneys is increasing as the fever spreads among the people to "go to law" with their troubles, real and fancied.

It may be true that every wrong has



He emphatically refused to come across and declared the attempted storage charge nothing but extortion





The horse promptly died following the swap and Rapp marched Legg into court to extract the animal's value, which was placed at \$80

its legal remedy, but in many cases, the remedy is more oppressive than the wrong—as in the following instances.

### Two Six-cent Verdicts

JUST to demonstrate what a woman can do, especially when she sets her mind on the doing of it, Mary Sammis, of Huntington, Long Island, sued the town officers for trimming some branches off a tree in front of her residence. The branches were removed as obstacles to a parade during a firemen's tournament. She claimed damages of six cents, retained two prominent lawyers, paid them each a large fee, and instructed them to carry the case to the court of appeals, if necessary. After many days in court, the case was given to the jurymen, who were chivalrous enough to award her the full amount of her claim, six cents. The total of her expenses was about \$1,000.

At the close of the trial she said, "I was not suing for money, but for principle; and I am fully vindicated by the verdict."

Another six-cent affair was staged on Long Island in the case of Hart vs. The Brooklyn Union Elevated Railroad Company. The plaintiff in his suit asked \$45,000 in damages from the defendant company for barring light, air, and access to his property. After hundreds of dollars in attorney fees and other expenses had been expended, the court gave Hart his "vindication" in a six-cent verdict. He is still figuring

out the difference in price between free air and sunlight, and hot air and legal rights.

As the result of a Hoosier "hoss swap," a Mr. Rapp found himself possessor of a horse from a Mr. Legg. Change of ownership apparently affected the horse's constitution, for it promptly died. Legg didn't give a rap about the empty stall in Rapp's stable, but Rapp took a different stand on Legg, and marched him into court to extract the value of the horse, which was placed at \$80. Legg kicked around in court, keeping off Rapp's attacks for nearly three years. During this time each incurred expenses

and attorney fees to the extent of about \$2,000.

Finally, the court gave Rapp a judgment for \$1 against Legg; but it was more of a Waterloo than a windfall for both of them. It had cost Rapp about \$2,000 to get the dollar from Legg, and, as the costs amounted to \$1,482, it stood Legg \$3,482 to save \$79 out of the \$80. So, in the end, Rapp received a pretty severe jolt and Legg was pulled severely. Both had won—and lost.

### She Won, but Lost

MARY Wiley, 11 years old, of Jamaica, lost both her feet in a railroad accident. Suit was brought against the railroad, and, after years of delay, the girl was awarded \$13,000. This amount, at five per cent interest, would have produced enough each year to support the poor girl. However, she had to pay from the \$13,000 the sum of \$7,250 for "legal expenses." Living expenses and education had eaten up the remainder, so that at 21, when the judgment was rendered, she faced the world with a cripple's handicap and \$604.91, a fund that had been raised by her loving friends.

A calf was the subject of litigation in Iowa for 31 years. Most of the prominent lawyers in eastern Iowa were involved in the suit at one time or another. The matter set the whole county by the ears, influenced politics, changed the membership of churches, burned houses and barns, incited bloody riots, and financially ruined ten prominent farmers. The costs in this suit amounted to more than \$30,000, and bankrupted the final winner. He could have bought enough calves to



A calf was the subject of litigation in Iowa for 31 years. The costs in the legal marathon amounted to more than \$30,000 and bankrupted the final winner



# Copper Steel Sheets



Of Genuine  
**KEYSTONE**  
Quality

Give maximum *rust-resistance* and lasting satisfaction for all uses—above or below the ground.

By using KEYSTONE Copper Steel you build for the future. Wherever rust and corrosion destroy, KEYSTONE (steel alloyed with copper) affords greatest protection. Tests by leading metallurgists prove

this. Unequaled for roofing, spouting, culverts, tanks and all uses requiring maximum service. Insist upon sheets with brand shown above. Inquire of leading metal merchants, and send for booklet.

## AMERICAN STEEL SHEETS *for Every Purpose*

For information address nearest District Sales Office: Chicago, Cincinnati, Denver, Detroit, New Orleans, New York, Philadelphia, Pittsburgh and St. Louis. Contributor to SHEET STEEL TRADE EXTENSION COMMITTEE.

### American Sheet and Tin Plate Company

General Offices: Frick Building, PITTSBURGH, PA.

SUBSIDIARY OF

UNITED STATES STEEL CORPORATION



#### Quality Products

AMERICAN BRIDGE COMPANY  
AMERICAN SHEET AND TIN PLATE COMPANY  
AMERICAN STEEL AND WIRE COMPANY

#### PRINCIPAL SUBSIDIARY MANUFACTURING COMPANIES:

CARNEGIE STEEL COMPANY  
CYCLONE FENCE COMPANY  
FEDERAL SHIPBUILDING AND DRY DOCK COMPANY

ILLINOIS STEEL COMPANY  
MINNESOTA STEEL COMPANY  
NATIONAL TUBE COMPANY

#### Dependable Service

THE LORAIN STEEL COMPANY  
TENNESSEE COAL, IRON & R. R. COMPANY  
UNIVERSAL PORTLAND CEMENT COMPANY

Pacific Coast Distributors—United States Steel Products Company, San Francisco, Los Angeles, Portland, Seattle, Honolulu. Export Distributors—United States Steel Products Company, New York City



# "BEWARE THE

## *REO'S POSITION ON A QUESTION OF PARAMOUNT IMPORTANCE TO ALL CAR DEALERS*

### ....WHAT is Your Factory's Stand?

- ¶ Bootlegging of automobiles—advertising and selling of new cars at cut prices—is too frequently a natural result of factory over-production.
- ¶ Ambition seizes the production reins and the factory's slogan of the hour becomes, "Turn out the cars, we'll find a market."
- ¶ Then the party begins.
- ¶ The first step in this mad orgy of ambition is to load the dealer as far as possible. Then load him some more.
- ¶ "Buy till it hurts" takes on a new and sinister meaning for car dealers and distributors.
- ¶ As a result of this overstocking there are some thousands of cars, over and above the normal, natural market, for the dealer and distributor organization to move.
- ¶ So the second and even more dangerous step follows. The automotive boot-legger steps in at the instigation of some desperate, overloaded distributor or dealer—picks his town—and opens for business at cut rates, perhaps even next door to the regular dealer!
- ¶ It is unnecessary to go into details about what happens to the regular dealer's business.
- ¶ Now read on the opposite page Reo's bulletin explaining to dealers and distributors, Reo's stand on this practice.

#### *• • This • •*

*is the second advertisement of a series explaining the dealer policies of Reo Motor Car Co. The first dealt with Reo's attitude on manufacturers applying the lash to dealers in order to provide flood-gates for factory over-production. A reprint of this advertisement will be sent on request.*



# 'BOOTLEGGERS' of AUTOMOBILES"

**THE REO MOTOR CAR CO.,** *since its organization 25 years ago, has recognized that its success can only parallel the success of its dealer and distributor organization. This success depends upon more than the generous Reo franchise... more than the fact that Reo dealers have both pleasure cars and commercial vehicles with which to build an all-year-'round business. It depends, as well, on the factory attitude toward the evils of the industry. The letter reproduced below is typical of Reo's policies.*

TO REO DISTRIBUTORS AND DEALERS:  
Beware the "bootlegger".

In this particular connection we're not talking about the common or garden-variety of bootlegger—the peddler of poison liquor—but rather the "automobile bootlegger", the fellow who is tending in certain communities to corrupt and demoralize the entire automobile market.

The bootlegging of new automobiles—that is, advertising and selling new cars at cut-prices—has become so serious a problem, particularly on the Pacific Coast, that legitimate dealers and their various trade associations are up in arms.

The National Automobile Dealers' Association is making an earnest effort to combat the evil, and is attempting to enlist the support of automobile manufacturers, newspapers and dealers in their campaign.

Very recently we received from Wayne Hearne, the Managing Director of the San Francisco Motor Car Dealers' Association, a copy of advertisements recently run in San Francisco and a letter asking us to assist in any way we could in stamping out the growing menace.

We have in every instance indicated our determined opposition to this practice, and have indicated equally unmistakably our intention to do everything within our power to prevent its spreading to the Reo organization. *We have little fear, incidentally, that it ever will; for Reo's policies do not lend themselves readily to that sort of thing.*

We think it well, however, to state formally to our Distributors and Dealers our policies in this regard, and our attitude toward any participation—direct or in-

direct—in this traffic by any member of our organization:

1. Reo has never sold cars to "bootleggers", or "gyp dealers" or "used-car dealers" or to anyone except our own regularly constituted and authorized Distributors and Dealers. And Reo will continue that policy.

2. Reo has never permitted its Distributors and Dealers to sell new vehicles to the "bootleggers"; and Reo has never winked at or shut its eyes to such a betrayal by one Distributor or Dealer of fellow-Reo Distributors and Dealers. It will be seldom if ever that a Reo Distributor or Dealer, in good standing, will want to participate in this contemptible traffic; but if such a case should arise it will be stopped no matter how drastic action on our part may be required to stop it.

3. It is Reo's belief that with an occasional isolated exception, this practice cannot thrive or exist on any scale large enough to be damaging, without either the direct participation of the automobile manufacturer or at least the toleration by the manufacturer of his Distributors' and Dealers' participation. In other words, it is our belief that in nine cases out of ten the Manufacturer is himself guilty—either as "particeps criminis" or as "accessory after the fact."

4. It is likewise Reo's belief that serious as the bootlegging of automobiles may be—and the demoralization of the markets that result—the bootlegging evil is but the symptom of the fundamental evil, which is the mad scramble for supremacy in which many of the larger manufacturers are engaged. That scramble results, every year,

in a serious over-production; and it is over-production that the industry must curb if such evils as new-car bootlegging and many kindred evils are to be wiped out.

5. Reo believes, therefore, that until a serious and intelligent effort is made—with the manufacturers setting the pace—to estimate more accurately the market possibilities, and to gear production schedules to those estimates, all attempts to eliminate the bootlegging evil, to solve the used-car problem, to lessen the mortality rate among automobile dealers, and to help the dealers make money will be but futile gestures. Those attempts will be comparable to giving five grains of aspirin to a patient who can be cured—or even helped—only through the medium of a major operation.

6. Reo's policy of "gearing production to normal sales possibilities", instead of the utterly irrational policy of forcing the market to absorb the maximum number of cars that can be produced, is the reason why Reo and Reo dealers have had little to worry about from new-car bootleggers, and have had generally speaking far less to worry about from the used-car bogeyman than dealers handling the over-produced makes of automobiles.

Reo has always kept its skirts clear of this sort of thing; and with your help, we always shall.

Your co-operation will be appreciated.

Very truly yours,  
REO MOTOR CAR COMPANY,

By C. E. Eldridge  
Sales Manager

*On request we will be glad to send you "Letters of an Automobile Sales Manager to His Dealers"—as well as complete details of the Reo franchise. All inquiries treated as confidential.*

Address: **REO MOTOR CAR CO., Lansing, Mich.**



# Play the Silver King now 85¢

[ And still the world's  
finest dollar ball ]

Great news this to thousands of golfers who never felt quite willing to pay \$1 for a golf ball.

And best of all the new price goes for the original King—the same fine golf ball—the only golf ball on sale throughout the entire world wherever golf is played.

With the King selling at this new low price, no man need deny himself the best in this year of 1929!



The Silvertown Co., London

**John Wanamaker**  
NEW YORK

Sole United States Distributors

stock a big ranch with what it cost him for attorney fees and incidental expenses.

There is, or was, a man down in New Jersey who, in the light of his experience, would advise you to go to a tailor when you want a suit of clothes rather than to try buncoing its price out of a railroad company. This Jerseyite journeyed into the wilds of the interior on the Pennsylvania Railroad, carrying a worn suit case to clinch his statement that he was traveling. Tucked within its dingy covers reposed a worn-out suit of nondescript working clothes, together with a bag filled with Jersey sand—to add weight to his proposed argument, no doubt. He left the train at the first station on the line that looked good to him for the execution of his plan, taking a claim check at the baggage room for the suit case.

## A Suit That Failed

THE NEXT morning, when he presented the check, he was asked to pay ten cents for storage. Here is where he hit the trail, and he landed running. He emphatically refused to come across and declared the attempted storage charge nothing but extortion, and he would have the law about the ears of the railroad company to prove it. He did, and finally got a decision in his favor.

The case later was appealed to the higher courts. At last the supreme court reversed the decision of the circuit court, so far at least as to assess the plaintiff with the costs of the suit from its inception. And these costs, together with attorney fees, made that suit of clothes cost him a good round hundred dollars.

Podah, a small Japanese dog, about a foot long and half as high, and of use only as an ornament, was made to drag his ghost through the courts of New York for several years. Suit was brought to determine who was to blame for his death, and for damages for his loss. During the time that the memory of Podah dwelt in a legal atmosphere, the suit was before one municipal judge and 13 justices of the supreme court, to say nothing of an army of lawyers who served to prevent the ghost from being laid.

Altogether these justices spent months of time at \$17,500 per year, or \$50 per day, to ascertain upon whom rested the responsibility for Podah's demise. Also it cost the plaintiff well up in the thousands of dollars before he finally got a decision for the \$240 he claimed as the value of the dog. It cost him more than the purchase price of every living specimen of the breed in the Japanese Empire.

In 1903, Allen R. Kibbe, of Springfield, Mass., was awarded one cent in civil sessions in a suit against Arthur H. Towne to replevin a horse. Besides Kibbe's legal expenses, which were heavy, he was ordered to pay the costs in the suit, and this brought the cost of his penny up to some hundred-odd dollars, making

that particular bit of copper a souvenir worth preserving.

A man died in Los Angeles, leaving a \$20,000 estate which was in court for 26 years on litigation growing out of disputed settlements. When, finally, the public administrator filed his accounts in the probate department of the Superior Court of Los Angeles, it was found that after all the claims had been allowed there was just 40 cents left for the heirs.

Larger estates than this have dwindled into insignificance, but it is believed that this is the first one of record where practically the entire estate was consumed in litigation.

Had the heirs compromised on a settlement in the beginning, the estate, at five per cent compound interest, would have amounted, at the end of 30 years, to nearly \$100,000.

Thirty-five judges and an array of lawyers figured in the case of *Donnelly vs. McArdle*, which was in active eruption for 17 years. It was all about a bill of sale which Donnelly had given his partner, the question being as to whether it was absolute or conditional. It went on appeal four times to the appellate division, and was featured with a spectacular pistol duel in court.

If those who contemplate going to court with their troubles—to secure the recovery of moneys, to obtain damages for one thing and another, or to seek a legal redress for their wrongs—would more carefully consider the probable outcome and the possible costs there would be far less grist to grind in the mills of the courts. Likewise there would be fewer defeats in the victories won.

## He Got His Chance

KNOW a young man who came from a small town to the city to work for an engineering corporation. On a holiday when he might have been on pleasure bent he was mulling about the office, though it was well-nigh deserted, when the boss came in.

The boss found something important in the mail that had to be looked after in a distant city and asked the young man, the only employe available, if he could attend to it. He handled the commission so well that he was promptly promoted and today is a partner in the firm.

When he told me about this, I said, "You're an example of success through being industrious. You were interested in your job and stayed at the office when you might have been at play."

"No," he said, "the job then bored me to death and except for one reason I should never have gone near the office on a holiday. I went there because I drew an absurdly low salary, had no money to spend on the holiday, and didn't know where else to go."—F. C. K.



# and Benjamin Franklin was Chairman of the Board



*"Success depends chiefly on these two virtues, INDUSTRY and FRUGALITY. Waste neither time nor money, but make the best use of both."*

— Benjamin Franklin

IN 1752, Benjamin Franklin called together a meeting of prominent Colonists at the Court House in the city of Philadelphia and outlined a plan whereby at small yearly cost each of them could be insured against loss if his home burned.

Thus was founded the first insurance company in America—a mutual company with Franklin as Chairman of the Board of Directors.

The spirit of thrift, industry and economy expressed in Franklin's words quoted above, from the beginning became a characteristic of mutual insurance. It has remained so.

Eloquent of mutual stability is the fact that there are operating today five mutual companies over 125 years old, twenty-one over 100 years old and one hundred and sixteen over 75 years old.

A mutual insurance company is a corporation owned and managed by its policyholders. Through sound management and careful selection of risks, mutual corporations are able to return to their owners, the policyholders, a substantial part of their insurance premiums.

A worth-while booklet on mutual casualty insurance will be sent on request. No solicitation will follow. Address Mutual Insurance, Room 2201, 180 North Michigan Avenue, Chicago, Illinois.

MUTUAL PROTECTION IS AVAILABLE  
FOR THESE CASUALTY RISKS:

Accident and Health	Liability (all forms)
Automobile (all forms)	Plate Glass
Burglary and Theft	Property Damage
Workmen's Compensation	Fidelity



## MUTUAL CASUALTY INSURANCE

*These Old Line Legal Reserve Companies Are Members of*

NATIONAL ASSOCIATION OF MUTUAL CASUALTY COMPANIES AND AMERICAN MUTUAL ALLIANCE

Allied Mutuals Liability Insurance Co., New York City; American Mutual Liability Insurance Co., Boston, Mass.; Builders Mutual Casualty Co., Madison, Wis.; Central Mutual Casualty Co., Kansas City, Mo.; Employers Mutual Casualty Co., Des Moines, Ia.; Employers Mutual Liability Insurance Co., Wausau, Wis.; Exchange Mutual Indemnity Insurance Co., Buffalo, N. Y.; Federal Mutual Liability Insurance Co., Boston, Mass.; Hardware Mutual Casualty Co., Stevens Point, Wis.; Interboro Mutual Indemnity Insurance Co., New York City; Jamestown Mutual Insurance Co., Jamestown, N. Y.; Liberty Mutual Insurance Co., Boston, Mass.; Lumbermens Mutual Casualty Co., Chicago, Ill.; Merchants Mutual Casualty Co., Buffalo, N. Y.; Michigan Mutual Liability Co., Detroit, Mich.; Mutual Casualty Insurance Co., New York City; Texas Employers Insurance Association, Dallas, Texas; U. S. Mutual Liability Insurance Co., Quincy, Mass.; Utica Mutual Insurance Co., Utica, N. Y.

When writing to MUTUAL INSURANCE please mention Nation's Business





## The Right Hand Man to travelers in Europe

As the ship's gangplank goes down in the ports of foreign lands, a fascinating scene is unfolded. Customs, trains, strange signs are there, uniformed officials...and, a familiar figure...an American Express man.

There he is unravelling the mysteries of a foreign time table. Then he speeds over to help that party of ladies who cannot understand a word the customs man says; or to assist others with hotel reservations or passports. Similar scenes happen elsewhere abroad at dozens of frontier points, piers, docks.

This American Express man, with scores of others, typifies the Helpful Hand of Service automatically extended to those who carry American Express Travelers Cheques. The moment you convert your money into these safe and spendable funds, you become entitled to the help and advice of these smiling sentinels of service no matter where you may be. Issued in denominations of \$10, \$20, \$50 and \$100. Cost 75c for each \$100. For sale at 22,000 Banks, American Express and Railway Express agencies. Merely ask for the sky-blue Travelers Cheques.

*for safety  
and spendability*  
**AMERICAN  
EXPRESS**  
*Travelers cheques*

Steamship tickets, hotel reservations, itineraries,  
cruises and tours planned and booked to  
any part of the world by the Ameri-  
can Express Travel Department

When writing please mention Nation's Business

## Where We Get Our Postmarks

By EARLE LUTZ

**T**UCKED away in an obscure corner of Virginia, 50 miles from a railway and hemmed in by the Rappahannock and Potomac rivers, is an industry whose output reaches every nook and corner of the world that the United States mail penetrates.

It is housed in an antiquated wooden structure at the end of an isolated lane that leads through the forest to the village of Lodge, a community of comfortable country homes but so small that it is not even honored with a pin-point dot on the official map of the Virginia highway system.

In this building, constructed in 1874 by Benjamin Chambers, Sr., are made all the steel dies and stamping devices that are used for postmarking the United States mail and canceling stamps. Even foreign nations have dispatched orders to this plain old building for devices of a similar nature.

### In the Northern Neck

LODGE is in Northumberland County in the Northern Neck of Virginia, as the peninsula between the Potomac and Rappahannock rivers is called. Until the advent of good roads, communication with the outside world was chiefly by water, and even now the steel from which the dies are made is brought by water from Baltimore.

Electric power has not yet found its way to the plant. An oil-burning engine operates the machines and also a dynamo to generate electricity for lights. All the machinery, including the dies, the type used in the stamps, and even the wooden handles for the stamping devices are made at the plant.

Benjamin Chambers, Sr., patented his dies September 23, 1851. He also invented the first breech-loading cannon. His model, made of wood, was discovered in an old smithy and is now one of the proudest possessions of the Virginia Historical Society.

Although his die patents have long since expired, permitting others to enter the field, no other company has ever bid successfully for the work.

The original machinery of the Chambers plant cannot be duplicated, but in spite of this fact Mr. Chambers places a cash value of only \$25,000 on the plant. Moreover, the plant is inexpensive to operate. Living conditions for the skilled artisans are such that labor costs are at a minimum and consequently competitors are left behind.

The plant is operated today by Henry M. Chambers, grandson of the founder.

It was passed to him by his father in 1908. He employs 15 skilled die-makers and a number of unskilled workers to turn out the 70 different items for which the plant holds United States contracts. Recently they filled orders for Cuba, Argentina and the Philippines, but the United States contracts alone are enough to keep the plant operating.

### Now Opened to the World

FEW persons outside the immediate locality know of this unique industry in Virginia. The work is so specialized that the plant's market is confined to nations rather than to individuals or even corporations. However, the Northern Neck, for generations cut off from the world by the great rivers that almost surround it, is being rediscovered. Three years ago the Rappahannock was spanned by its first bridge and Lodge is now only 50 miles from the state capital by motor.

Tourists will visit the Northern Neck because it is rich in historical lore. Washington, Monroe and Madison are its contributions to the presidential chair. Light-horse Harry Lee and his son, Robert E. Lee, are among its many famous soldiers. Two signers of the Declaration of Independence, Richard Henry Lee and Francis Lightfoot Lee, were born in the same house in this isolated agricultural section of the Old Dominion.

It may be that the Chambers plant which for years has had few visitors will soon be as well known as its product, that its old building, rambling with additions made as the work has increased, will be visited by more travelers in a single month than it has seen in the 55 years of its existence.

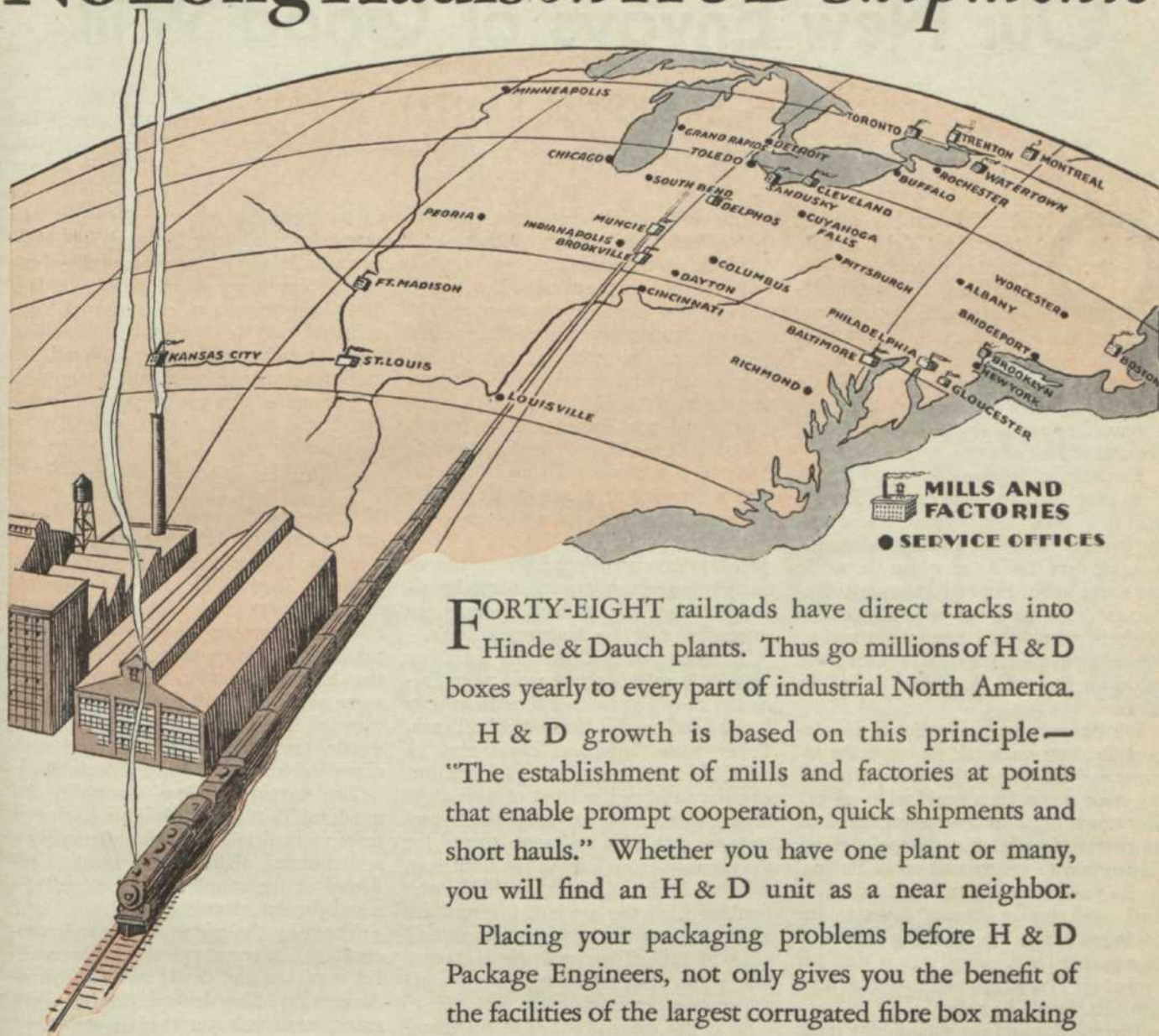
### A Paint Prescription

**T**HERE are 90 billion dollars' worth of buildings in the United States, and 67 billion dollars' worth of them are unpainted or insufficiently protected by paint, according to a statement made by Charles J. Casper in a recent address before a convention of paint manufacturers in Birmingham, Ala.

The remedy for this condition, said Casper, would be an increase of our national consumption of paint from 600 million gallons a year to a billion gallons, and possibly two billion gallons. The cost of that much paint, he thinks, would be much less than the present loss of property through rot and rust.



# No Long Hauls on H & D Shipments



**F**ORTY-EIGHT railroads have direct tracks into Hinde & Dauch plants. Thus go millions of H & D boxes yearly to every part of industrial North America.

H & D growth is based on this principle—"The establishment of mills and factories at points that enable prompt cooperation, quick shipments and short hauls." Whether you have one plant or many, you will find an H & D unit as a near neighbor.

Placing your packaging problems before H & D Package Engineers, not only gives you the benefit of the facilities of the largest corrugated fibre box making organization in the world, but also the assurance of a source of supply close at hand.

**THE HINDE & DAUCH PAPER COMPANY**  
304 Decatur Street Sandusky, Ohio  
Canadian Address: King's Street Subway and Hanna Ave., Toronto



H & D Package Engineers will bring or send you this book which shows how Hinde & Dauch superior facilities and complete service can benefit you. Mail the coupon for a free copy.

## HINDE & DAUCH *corrugated fibre* SHIPPING BOXES



The Hinde & Dauch Paper Company  
304 Decatur St., Sandusky, Ohio  
Please send a copy of "Package Engineering."

Name .....  
Address .....  
Town ..... State .....  
We are interested in packing .....



# Our New Envoys of Good Will

By ERNEST N. SMITH

General Manager of the American Automobile Association

**O**N ANY Saturday sailing from New York at the height of the season 10,000 Americans will be departing overseas. A proportion, of course, are on business, but every large passenger steamer crossing the Atlantic has turned its old immigrant quarters into a seagoing garage and on every trip some automobiles are likely to be left behind because of lack of room.

For Americans have discovered that it is as easy to take their cars to Europe as it is to take their baggage. These motor tourists constitute a traffic movement in adventure the like of which the world has never known, and which, in my opinion, is doing more to widen American markets, to give a foreign appreciation of American life and ideals than all the trade we have yet developed in foreign lands.

Bill Simpson and his wife, of Davenport, Ia., buy a new car, motor to the Atlantic seaboard, cross the ocean, drive off the dock at Le Havre and go their gay way down the country roads of France, up over the mountains into Switzerland, thence into Germany and on to Holland or Belgium, thence into England for a final whirl before driving down to the docks and home. The traveling expense in Europe need not exceed \$15 a day per person for everything and it can be done comfortably for \$5 a day.

Though Bill and his wife do not think of it that way, they are really couriers of commerce, representing the United States on international highways.

Last year three Indiana couples clubbed together and bought a roadster. The first couple took the car abroad and toured 5,000 miles. When they came home they left the car behind. The second couple went over and drove 4,000 miles in the same car and came home. The third couple picked up the car at Paris and drove it 6,000 miles. When they were ready to return home they sold the car for a small sum, and the net cost of the roadster was divided among the three couples. The cost per couple was less than \$500 each for the car.

## A New Conception of Americans

ALL this means that the average citizens of France and Germany and Yugo-Slavia and Italy and Poland, meeting Uncle Sam's sons and daughters in their own towns and on their own highways, are

getting an entirely new and accurate conception of the American citizen—and it is high time they should.

Before the war the average European's conception of us grew from observing the loud-speaking Americans who appeared in season at the watering places, social resorts or sporting centers of Europe, spent money lavishly and perhaps indiscreetly, and went home.

Just as Americans today instinctively think of a Chinese as being connected with a laundry or a restaurant, so did Europeans think of us as a class as—well, you see the point!

Today the viewpoint of the citizens of many European nations regarding Americans is changing because of the American automobile carrying American citizens.

For many years Carlo and Lucia ran their little neighborhood store near Treviso in Italy and read of Americans only as you and I read of them at Palm Beach. Today both Carlo and Lucia may be called twenty times to wait on Americans who have stopped in front of their store for petrol, some cheese and crackers perhaps, or a thimble and some thread for the pleasant-faced lady in the back seat, and little Dick and Hattie and Willie who tumbled from the car into the road are making mysterious "let's get acquainted" signs to little Tony and the blackeyed Maria who are peeking out from behind the grape arbor by the store.

So it has come about that the storekeepers and the inn-keepers and the mechanics, priests, professors, business men and the officials of hundreds of villages from the Irish Sea to the Carpathians are learning new and human things about Americans, just as the family from the Bronx that motored west three years ago carrying extra oil and gasoline and spare parts and tubes discovered and wrote home that the same kind of human beings lived out in Kansas and Montana as lived in the Bronx.

You may think I'm exaggerating about this. It isn't so far-fetched, though, when I tell you that scores of people stop at the town of White House, N. J., and ask where the President lives.

While touring in Europe last Summer I learned from the lips of foreigners of the really profound influence which the advent of the American motor car and the American family in it is having upon the prospective European customer.

Drive anywhere in Europe and you encounter smaller cars than are ever seen

on American highways, and the owners are packed into them like sardines. Comfort has not been the privilege of the average European motoring family. In the first place taxation on cars and the cost of petrol was so high that the smallest types of automobiles are purchased. So in Europe your average citizen traveled as economically as possible, not as comfortably as possible.

## Our Every-day Luxuries

THEN came the average American citizen in an average American car that hitherto the European looked upon as the height of luxury. The European discovered that mass production in the United States was turning out good cars at low prices, and what's more, he discovered that his counterpart in the United States was making sufficient money to buy such cars and that it was a perfectly sane and worthy thought to aspire to travel with considerable comfort while automobiling.

This started a chain of thought in the minds of Europeans which is having a most marked influence on their earning and spending abilities, and which is reflected in the enormously increased demand for American cars.

Naturally the motor car manufacturers abroad have not welcomed this peaceful invasion and tariff walls and hindrances have been devised. But the prices American manufacturers place upon their cars sold abroad are based on a manufacturing schedule here that cannot be matched by European factories. Furthermore, the United States manufacturers are placing factories and assembly plants in many parts of Europe and familiar service station signs may be seen upon the garages in the most remote countries.

Also prominent citizens of foreign countries are taking the agencies for American cars, and they are a force to be reckoned with when the officials of their own countries endeavor to erect high tariff walls in favor of a home-brand car for which there is no popular demand.

But through it all John Jones of Ohio goes romping merrily with his own car, enjoying the scenery, enjoying the food and drink, paying his way in the villages and country inns, making friends, unconsciously spreading the gospel of American happiness and good cheer. All honor to him and his fellow townsfolk, Couriers of Commerce, U. S. A.

Two Englishmen recently published





# Rip Van Winkle only took a cat-nap

**Y**ES, twenty years in Rip's day is a cat-nap compared to a *two year's* sleep now. Two whole years! By that time the racing car of progress is out of sight — The air-plane of accomplishment is lost in the clouds. Everything changed. New things obsolete overnight, almost.

After the whole twenty years that Rip slumbered he only found old things older.

The speed of our age is exemplified even in so prosaic a thing as industrial piping. Hundreds of plants and commercial buildings are enjoying the advantages of new improvements.

A man who thinks that the last word in automatic fire extinguishing is the solder-type sprinkler head—he dropped asleep a few years ago. Compared to the new Grinnell Quartz Bulb head the old fashioned sprinkler head is like a freight train trying to keep pace with an air-plane.

A man who still thinks steam pipe-coils are giving him modern, economical heat, he, too, fell asleep sometime ago. He doesn't know that "Thermolier," a recent Grinnell development in unit heaters, is turned on by cold and off by heat, automatically. You choose what temperature you want and "Thermolier" gives it to you. That's real heating economy.

The man who thinks power piping fabrication reached the limit of modern industrial needs when it safely held a pressure of

300 lbs. to the square inch must have dozed off not so long ago. Grinnell Triple XXX pipe joints and fabricated piping for super power will control 1350 lbs. pressure with an ample factor of safety.

The same somnolence afflicts men who take it for granted that changes in temperature will affect the reliability and accuracy of devices which automatically control humidity conditions. Several years ago an animal membrane was discovered which responds only to humidity. It doesn't know that heat and cold exist. It regulates humidity conditions with hair-splitting accuracy.

As for fittings, millions of men using them think that straight threading only happens by accident; that crooked lines and leaks are normal. Grinnell fittings accurately tapped, perfectly moulded and free from sand holes will open their eyes.

The same men also think that the hanging and supporting of pipe is up to the workman to contrive as best he can.

Self-hanging hangers, adjustable at *any* time to keep pipe lines level — "Who ever dreamed of such a thing?" — asks the man, as he rubs his eyes and yawns. And yet that is just what Grinnell Adjustable pipe hangers do.

If you make a point of keeping up on improvements, an illustrated booklet on each of the above will be sent. Address Grinnell Co., Inc., 400 West Exchange St., Providence, R. I.

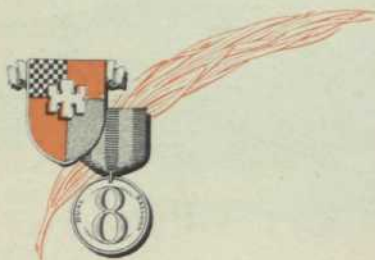
## GRINNELL COMPANY

Executive Offices: Providence, R. I.

Branches in all Principal Cities



# Quality Spreads the Wings of Progress



—GOES A LONG WAY  
TO MAKE FRIENDS

In the great progress of transportation, by air and land, the quality of rubber plays an ever increasing part. Quality is the silver chariot that progress rides in.

It is the basis for public confidence. A reputation for quality is a hard-earned asset. It must be proved and re-proved until people know its truth. The General Tire enjoys that acceptance because of its long association with top-quality in the public mind.

It is this, the feature of safety, which above all others has been responsible for General's outstanding preference among the millions who travel on rubber.



"The New Limits of the Air." Painted by Walter Klett for the General Tire and Rubber Co., Akron, Ohio

The Beacon Light of Top-Quality in rolling equipment becomes the unfailing guide to safety for the growing tens of thousands who travel by air. This feature

of safety on the landing field is the final reminder of the security of modern transportation. Built in Akron, Ohio, by The General Tire and Rubber Company.

*The New*  
**GENERAL** *Dual-Balloon* **8**



abroad a fascinating travel volume, "Through Europe and the Balkans." In it this interesting statement is made:

"Two things learned by experience of motoring in romantic Poland and through the Balkans are that English serves surprisingly often, and that the American Dollar is mighty, in fact, is the second currency. The cafe proprietor received American currency without question and gave us zloty in change. With a few dollars (American) tucked away in the depths of the wallet, one can pay the score in any town or village from Warsaw to Macedonia. In Poland we learned the value of American dollar bills, and advise tourists to Eastern Europe to carry a reserve supply of these, since they are well known, even in small villages—and are easily changed."

The trans-Atlantic steamship operators are in my opinion the cleverest promoters of travel in the world today and thus it is not only made easy for Americans to travel but there is incessant propaganda to prompt them to do so.

Nearly every town of county seat size in this country has its travel club or its travel agencies. Hundreds of banks have travel agencies which are adjuncts of the steamship companies and travel savings clubs are becoming almost as well known as Christmas Savings Clubs.

Outside the fact that automobiles are carried uncrated by steamers nowadays and rolled or swung aboard as easily as a hamper of baggage, a great incentive to foreign motoring has been an alliance between European motor clubs and motoring associations in the United States, whereby customs documents, license plates, international driving licenses and all needful papers can be supplied before the passenger sails, and the tourist in passing across national borders has no customs deposits to make and the passage of the borders involves but little more than tearing a coupon out of a book.

Strange as it may seem on the surface, however, our own Government, through force of circumstances, in the past set up many barriers against the development of this good will travel with its attendant benefits.

### Makes Traveling Cheaper

OUR system of passport and visa charges established in 1920 brought retaliation from many European governments which caused the American citizens to pay far more in government fees than does the European in visiting us.

However, the Passport Act of 1925 authorized the President to negotiate with foreign governments for the elimination of passport visas and reciprocity was granted to those countries which would grant reciprocity to American tourists.

The State Department has been successful in these negotiations. Though Great Britain and France refused, many countries have dropped their fees. Italy,

# Before You Plan Your VACATION- READ THIS BOOK



NEVER again need you be disappointed in your vacation.

Before you plan where to go and what to do during these precious holiday weeks be sure to read the informative and vividly descriptive book, "Ontario, The Lakeland Playground of America."

When you read about and see pictures of Ontario's highways, golf-links, fishing grounds, palatial hotels and back-to-nature camps; her modern cities and quaint villages, you will understand why hundreds of thousands of Americans come to her 400,000 square miles of playgrounds, year after year.

Write to:

ONTARIO PUBLICITY BUREAU  
Dept. "K", Parliament Bldgs., Queens Park,  
Toronto, Ontario, Canada

# ONTARIO CANADA





## WITH THE TWO MILLION

**A** GAIN Kemp aids materially in one of the world's greatest factories. Two million radiators are produced annually at the Harrison Radiator Company, Lockport, N. Y., a branch of General Motors—largest radiator factory in the world.

Here, as in other major factories of the United States and Canada—wherever process heating is a factor, the exclusive advantages of the Improved Kemp Automatic Gas System have increased production, reduced fuel costs and brought dependability to all process heating.

Because Kemp renders a service unparalleled in using manufactured or natural gas—is automatic—always correct in air and gas proportion—mixes at one central point—produces even, easily obtained temperatures—what Kemp means to Harrison Radiator, Kemp is ready to mean to you—whatever you manufacture or finish with heat.

### What the Improved KEMP SYSTEM Can Do For You!

Your free copy of illustrated book explaining advantages of Improved Kemp Automatic Gas System is ready. Just send your letterhead—no obligation.



When writing please mention Nation's Business

which cancelled the visa fee if you landed in Italy from an Italian ship, has now dropped the fee altogether.

Recently our Treasury Department, at the request of the A.A.A., dropped an important barrier. We now permit foreigners to bring their cars to this country, duty free, for 90 days, and without placing a covering bond. For a longer stay a bond or duty deposit is required, but for usual touring privileges this is sufficient time for the foreigner.

The next galling thing, however, is the fact that no American can travel abroad, except in Italy, on an American license plate. The moment he lands abroad with his car he must install the plates of the country where he first landed and keep them throughout his tour.

### Difficulty in Auto Reciprocity

THIS is because our Government was not a party to an international agreement signed by European nations in October, 1909, whereby there was, among other things, reciprocity of license plates. Our inability to sign was partly due to the fact that abroad the issuance of license plates is a Government function, while in this country it becomes the prerogative of our States.

It is believed that there is a way of getting around this difficulty, and our State Department has the matter under consideration today.

Many Americans have been prompted to buy American cars abroad, tour in them and then bring them home, but under existing conditions the car sold abroad by our manufacturers not only pays a foreign duty but is required to pay a high duty on reentering this country.

This tariff protection was reasonable no doubt when there was danger of the cars left in France after the war being dumped back into this country to undersell our own people. This danger has long since passed. The American Automobile Association has asked that Congress consider its repeal as a further encouragement to the use of our cars abroad.

There are those in our country concerned with the development of our own resort and recreational areas who oppose this European traffic with its hundreds of millions of dollars spent abroad.

There are compensating values in sight, however. European motorists are evincing an interest in seeing this country and steps are already under way to stimulate a larger westbound travel. Our association, following a definite plan, has already routed a number of foreign ambassadors on motor trips across the continent, and the reports these gentlemen have sent home have started some of their countrymen this way.

Last Summer 142 members of the German club affiliation of the American Automobile Association came to this country on a travel ticket which included a three weeks' tour of the United States un-

der our auspices. De luxe buses met the party at the steamship pier. Special tour books were printed in German and interpreters were supplied. The trip extended as far west as Chicago and included visits to some of the largest manufacturing plants. The party returned with a new knowledge and taste for American highways, motor cars and products.

The great American migration across the seas will increase in 1929. Indications this early make that certain.

The Scotch inn keeper in the Trossachs is making ready. The cafes of Barcelona are hiring American-speaking waiters. At Brighton Beach in England the "Pasadena Boys" will reveal our own jazz tunes. In the Harz mountains hotels are installing those American twin beds. At Stanislau and Szeged and Nish and Monaster and Lodz, at Bari and Avignon they are getting ready—because out of the dust will shortly come booming along Jim Blake, of Lincoln, Neb., with his family.

### Tourist Trade Is Much Sought

HE AND his friends who follow will leave some memories of smiles, good cheer and best of all a generous pile of American currency, concerning the value of which there can be no doubt. And what an Ambassador of good will is Jim Blake for the American salesmen when they follow along with goods for sale. To show you how anxious some of the inn keepers are for this American trade, I conclude by quoting verbatim letters recently received by the American Automobile Association:

"Dear Sir:

"I have been 10 years in Washington, D. C. working as a Waiter in the Shorham privat Waiter to the late Vice President Marshall and in the Cafe le Paradise, as a refence I owned for two years an Essex.

"I own now a Inn here situated on the maca Street Paris to Vienna and a lot American Automobile passing here true, I wish to become a member of the AAA so to be able to put it on my Tor, please State price and I will send the money by return mail, thanking you in advance for an early reply, I am."

"Dear Sir:

"Enclosed find letter from the AAA in Washington, D. C. where I have been the last 10 years as a Waiter in the Willard and Shorham Hotel. I applied for Membership and the AAA emblem, when I landed 3 Month's agoe in Bremen we tried to get something to eat and ordered Gulash and got an old beef-stew we went in the Bar they offered us Nearbeer, in my Inn I serve good Food and have a good Vinecelar I am also used to give the best of my ability in service. I have been waiting on Ex President Daft, Wilson Harding, and I have been the Privetwaiter to the late Vice President Marshall also I was for a Year Privetwaiter to Mr. Tuller Hotel Tuller Detroit.

"I am convinced if you permit me to put the AAA emblem on my shield which could be seen 1 Mile on either side, that the American tourist will be glad to know a good stoping place, where they are asured to get decent food and good service."



# GEARED UP

## for Low Cost

Those buildings above are truly "geared up" to the tempo of this fast-moving, changeable, cost-conscious industrial age in which all of us find ourselves today.

Look at them.

They are completely surrounded by fumes, by ore dust, by acid conditions. Those are things which used to spell quick deterioration to the kind of "light construction" sidewalls and roofs that you see on those buildings.

But do those corrosive elements hurt these roofs and walls? Not at all. The corrugated metal used on the roofs and walls is Robertson Protected Metal—protected with external coatings. It will not corrode, even in the presence of serious corrosive elements. It needs no paint. It lasts years and years without any form of attention or replacement.

Let us see what that does for industrial buildings.

It enables men to build mills and factories of "light construction." That is the ideal form of construction to meet modern conditions of industry. It is the most economical in first cost. It is easiest to erect; and erection costs less. It can be put up in a hurry to meet rush plans. It can be enlarged, re-arranged, taken down, moved and re-erected elsewhere if manufacturing processes change. Yet, with Robertson Protected Metal on the roofs and sidewalls, it is permanent in the fullest sense of the word. It is corrosion-free. It is maintenance-free.

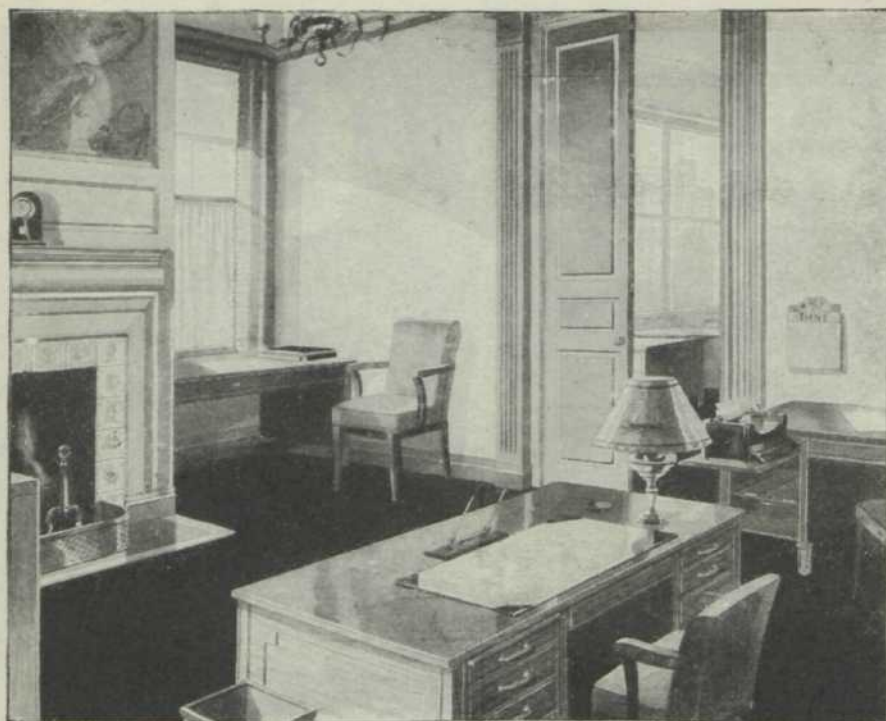
Without cost or obligation to you, we will be glad to have the Robertson engineers give you a complete engineering layout and cost estimate covering the use of this money-saving, long-life material for roofs and walls of your buildings. Just write us.

H. H. ROBERTSON CO., PITTSBURGH

# ROBERTSON







# Home..in an office building

*Your office is a half-time home . . . Its equipment affects your work as home surroundings affect leisure hours*

ALL DAY at business . . . half your waking time. It's really home No. 2 for every man, though it is in an office building. Why not make it comfortable, livable . . . with surroundings that inspire better work.

Hundreds of businesses have achieved pleasant office surroundings with up-to-date Art Metal Equipment. Their morale is high . . . personnel functions smoothly without irritation or delay. Success is reflected by their well-kept home.

Whatever your needs, Art Metal can fill them. Desks for executives or staff; files for every possible require-

ment; fire safes of permanent, pre-tested protection; shelving; any office piece . . . designed by engineers with forty-one years' experience . . . executed by master craftsmen, and reasonably priced. Best of all, first cost is last, since steel does not splinter, break or warp. And steel reduces fire hazard . . . affords greater security.

See this attractive furniture and equipment finished in natural wood grains or rich olive green. See the wide variety of price and line . . . the most diversified line in the world. On display locally in over 500 cities.

## Write for beautiful color booklet of office interiors . . . free

"Equipping the Modern Office" is illustrated with paintings by Lurelle Van Ardsdale Guild, widely known New York decorator. They suggest a few of the pleasing and practical office interiors that may be achieved through the use of Art Metal Equipment. We shall be glad to send you a copy along with any of the catalogs listed below. Just write, mentioning the ones you wish.

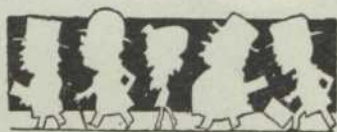
Art Metal Construction Co., Jamestown, N. Y.

- |                                     |   |
|-------------------------------------|---|
| <input type="checkbox"/> Desks      | <input type="checkbox"/> Upright Unit Files         |
| <input type="checkbox"/> Pian Files | <input type="checkbox"/> Counter Height Files       |
| <input type="checkbox"/> Fire Safes | <input type="checkbox"/> Horizontal Sectional Files |
| <input type="checkbox"/> Shelving   | <input type="checkbox"/> Postindex Visible Files    |

# Art Metal

STEEL OFFICE EQUIPMENT

## Human Nature in Business



By Fred C. Kelly

AN employer of my acquaintance, who has a philosophical outlook on life, declares that the reason so many employees fall short of success, is that they don't feel inferior enough. There does seem to be much reason to think that lack of an inferiority complex may be a serious handicap in life. The boy who doesn't feel inferior to his parents and show proper willingness to believe what they tell him, and follow their advice, is almost sure to get into trouble.

It is equally true of the relation between employer and employee. The employee who fails to feel inferior enough to carry out the boss's orders rather than his own, will soon be considered troublesome.

SEVERAL big financial and merchandising institutions got the notion a few years ago of replacing the older heads of departments with younger men. They figured that many employees in their fifties were drawing too much pay, as a result of "raises" through the years of their employment, and that newer and younger employees would bring in ideas that would revitalize the institutions.

But at least two of these concerns are now out looking up the older heads that were replaced. The younger crop of employees has been in large part a failure. They have worked too much by the clock and are called luxury crazy.

One concern scanned its list to obtain one employee out of 150 who would be just the man for promotion to a confidential capacity, and out of the total not one could be found. They went outside of the organization and picked up a young man who was working in a railroad office—where everybody is accustomed to long hours and hard work.

I KNOW a man—know him well—who so greatly dislikes the hideous advertising signs nailed to beautiful trees along the roadside that he never goes out in his car for an afternoon without stopping at least once to tear down a particularly offensive sign.

"If everybody were to tear down even one sign a day," he says, "the fellow who



nails them up would soon grow discouraged and quit. Then the landscape would be good to look upon once more."

A YOUNG advertising agent, struggling for business a while ago, had so much time on his hands, that he was able to give much personal attention to work he did for his limited number of clients. They were so pleased with the pains he took with their work that they talked about him to friends and his list of customers grew. He decided that he must be downright clever, that he had discovered new secrets of advertising and that a fortune was just ahead.

Then he opened an office of his own, hired a stenographer, an assistant and an artist. Immediately his clients began to dwindle. He could not understand why until a friend pointed out:

"They wanted your work not so much because it was clever as because you gave them individual attention. But now you are holding yourself out as an organization and they assume that they will lose the personal touch."

THE Van Sweringen brothers, industrial magnates, have a strong dislike for personal publicity. Close associates of O. P. Van Sweringen have been known to keep away from him marked copies of papers containing complimentary articles about him. Such items nearly always annoy him.

Cyrus S. Eaton, head of the Republic Steel Company, and investment banker of Cleveland, is also said to have a similar aversion for personal publicity.

IN PASSING a small real estate allotment at the outskirts of Cincinnati recently I noted that each of a group of comparatively small houses had a garage large enough to accommodate three cars. Mind you, they were not houses suitable for people of great wealth, either. They were in a rather dull section where people of wealth would not have been willing to live. Yet the real estate men had prepared to meet demands for *three cars* to a family.

THE motion picture industry has been forced to pay out fabulous sums as a penalty for failing to maintain research laboratories. Most of the fundamental facts needed for the development of talking movies were available to anybody a few years ago. Certain of the big electrical companies, having research departments, followed up such facts with work which led to devices now protected by basic patents. Such work might just as well have been done by the motion picture industry itself. Because it failed to do it, all movie concerns making talking pictures must now pay tremendous royalties to big electrical companies.

*You are invited  
to join the*

# Around Pacific Cruise

*of the*  
**San Francisco  
Chamber  
of Commerce**



By the S. S. MALOLO  
Under Special Charter

"In the interests of closer acquaintanceship and closer business and social relations with our neighbors across the Pacific the San Francisco Chamber of Commerce will sponsor an unusual cruise to visit Japan, China, Hong Kong, Manila, French Indo-China, Siam, the Straits Settlements, Java, Australia, the South Sea Islands, and Honolulu. We shall sail from San Francisco by the specially chartered new S. S. Malolo, of the Matson Line, September 21, 1929, and return to San Francisco December 20, 1929.

"Such an itinerary has never been undertaken by any ship and it seems to the San Francisco Chamber of Commerce eminently fitting that it should be the sponsor of such an unusual enterprise of good will and friendly relations at this particular time. Therefore, this opportunity is taken to extend an invitation to the business men of the United States with their families to enjoy this cruise. The business management has been placed in the competent hands of the American Express Company."

(Signed) PHILIP J. FAY  
President San Francisco Chamber of Commerce

[For detailed information, rates, deck plans, and  
stateroom reservations kindly apply either to the]

Chamber of Commerce, San Francisco, California,  
or to any Office of the Matson Navigation Company,  
or any Steamship Agent, or any Office of the

# AMERICAN EXPRESS

AMERICAN EXPRESS TRAVELERS CHEQUES ALWAYS PROTECT YOUR FUNDS

When writing for information on AROUND PACIFIC CRUISE, please mention Nation's Business





## Seattle!

### 62° Cool in Summer

**PICTURE** a summer vacation in this Evergreen Playground: Here, spread over seven green hills and more, along the shores of emerald Puget Sound; embracing three charming lakes, a cultured, metropolitan city of four hundred thousand.

And from here, as a hub and headquarters, you can drive in a few hours, over a score of splendid highways, to ocean



beaches, mountain snow-fields and glaciers, trout-laden lakes and streams—to cool, green forests of giant firs—to vistas of rare charm and beauty. Or experience the thrill of the king of sports—salmon fishing in Puget Sound.

This summer—make it your Seattle summer! See this thriving young giant among American cities. You haven't seen America until you've seen Seattle and the great Pacific Northwest!

### See ALL the Pacific Coast

Come west over a northern transcontinental line. See Seattle, Spokane, Tacoma, Portland, then south by rail or water to Oakland, San Francisco, Los Angeles and San Diego. Or, come north to Seattle by train or steamship. Ask about trips to Alaska, Hawaii and the Orient. Low round trip excursion fares daily, May 15 to September 30; return limit October 31.

# Seattle

Center of the  
"CHARMED LAND"

CHAMBER OF COMMERCE  
Room 105, Seattle, Washington

Please mail me, FREE, your illustrated booklet.

Name \_\_\_\_\_

Address \_\_\_\_\_

When writing please mention Nation's Business

## What Your Men Mean to You

(Continued from page 25)

trained the men under them in a similar way.

For let it be repeated and emphasized that the system contemplates a coordination of thought and effort throughout the entire organization which is impossible of attainment unless each human being in the enterprise is competent at his task, knows why he is doing it and seriously endeavors to do his bit as planned and directed.

Yet all that this system contemplates is the planning of the manufacture, merchandising, distribution and sale of its products on the natural economic basis of:

1. *An intimate knowledge of markets,* their conditions and requirements.

2. *Merchandising the products* in terms of quality, design, style and preparation in the light of a knowledge of markets on the one hand and production facilities on the other.

3. *Distributing the products* to consumer along the most direct and economical channels.

4. *Forecasting sales* after having acquired such marketing, merchandising and distributing knowledge.

5. *Planning production* on the basis of the sales forecast.

6. Controlling the entire administrative, production, merchandising and marketing system through a flexible *budget* to be analyzed and revised, if necessary, each month.

One would think that every manufacturer or merchant would so conduct his business, but the fact is that a relative few think and plan as outlined.

It is true that many make conscientious effort to work along such lines, but the majority fail of success because they think too intently in terms of their own knowledge, ability, desires and inclinations and give too little consideration to the numerous human beings within their organization over whom they exercise executive authority.

### Where Industrial Success Lies

THEY do not seem to realize that success in a great industry lies in major part in the development of man power as well as of mechanical devices, and that men given responsibility become more efficient profit earners than men given orders. No sensible man, however, claims that responsibility can be delegated without supervising it through a system of control by means of which information flows freely along charted lines to the chief executive.

The accompanying chart indicates in ordinary practice the lines along which responsibility with authority may be delegated throughout an organization and along which advice and information may

flow. Executive and administrative centers and subcenters are represented graphically in this chart by circles. Their arrangement and names were not taken from the organization chart of any particular company. Their functional arrangement may not meet the requirement of all manufacturing enterprises, nor do the centers shown include all activities incident to the operation of large business. They serve, however, to indicate centers of control both large and small, under direction of men, each of whom has a well defined area of responsibility and a definite task. Each circle shown is a burden center, in which is originated and fairly apportioned either the manufacturing or other "overhead" burden which must eventually be absorbed by the sales dollar.

Now the interesting thing in this organization chart, aside from the picture it presents of a scientific system of coordinated control, is that in each of these circles is a key man who is responsible for the efficient performance of a task within the expense appropriations of the corporate budget, a human being who must make good if the integrity of the budget is to be maintained.

### Education Brings Coordination

THESE key men are the main nerves of the organization tying into the controlling nerve center, each sensitive to the will of management if properly educated and trained, or if not so educated and trained each doing the day's work in his own way, thinking his own thoughts, each a human being with unknown latent potentialities of which no advantage has been taken.

Such a financial control system is of the utmost importance in developing the man power of an industrial organization, but there must be a human soul and a thinking brain within the central circle, for nothing of a satisfactory nature can be accomplished without an executive with such a soul and such a mind.

It is obvious that the man power of industry must be harmonized and coordinated under intelligent and sympathetic management if it shall become effective. It is fully as obvious that it is foolishness and waste of effort to install scientific administration in a business whose chief executive thinks in terms of expediency rather than in terms of facts.

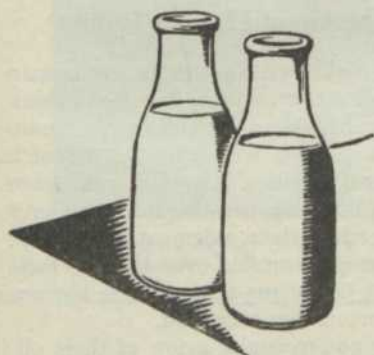
The obvious, however, is not always perceived.

Business men probably will proceed as many are now doing, to install systems of budgetary control without basing the budget on a sales forecast or without conceiving the significance of a sales forecast.

Other men will make sales forecasts



# YOU DON'T FATTEN *profits* . . . . IN SKIM-MILK Markets



*An editorial by  
W. C. Dunlap, Vice-president  
in charge of Sales  
The American Multigraph Sales Co.*

## Do you know your market?

SUCCESSFUL business managements today have developed a "cream-separator" technique. Concerns which grow amid today's keenly competitive conditions have learned to take their nourishment from markets rich in profit . . . and to waste little or no effort on markets that are too lean to furnish a living.

Dividing lines between "cream markets" and "skim-milk markets" may be geographical, financial, industrial, or occupational . . . or a combination of all four. The study it takes to determine them is well worth the effort. We have proved this to our own complete satisfaction by rigorous test and experiment. We say selective selling is the solution for

today's most pressing business problems because we have seen it work.

For more than two years we have concentrated our major sales effort on preferred prospects . . . those prospects who, as indicated by statistical analysis, were in the best position to absorb our factory output. To assist in carrying out such a program, we have developed new Multigraph equipment which simplifies selective selling to a greater degree than was ever before possible.

Here are the results: (1) Greater total sales volume than ever before; (2) Marked increase in net profits; (3) Larger earnings for our salesmen; (4) Uniformly improved collections.

We shall be more than glad to discuss our experience in detail with any executive who is interested. Address your request to W. C. Dunlap, 1806 East 40th Street, Cleveland, O.

There's a new **MULTIGRAPH**  
for today's new selling conditions



# Employ this Guard of Steel



## Bar thieves and firemakers Use idle ground for storage

The positive protection of a cordon of police is afforded your property by this Guard of Steel—an Anchor Chain Link Fence.

Thieves and fire-makers cannot get through or get over the strong, high wall of steel wire fabric topped by sharp barbs. You can safely store materials in the idle ground area about your plant. The only entrance to your premises is the gate where your watchman refuses entry to undesirable persons.

Phone the nearest of our 75 Anchor offices. Have the Anchor Fencing Specialist submit a plan for protecting your property.

ANCHOR POST FENCE CO., Eastern Ave. and Kane St., Baltimore, Md.  
Albany, Boston, Charlotte, Chicago, Cincinnati, Cleveland, Detroit, Hartford, Houston,  
Los Angeles, Mineola, L. I., Newark, New York, Philadelphia, Pittsburgh,  
St. Louis, San Francisco, Shreveport.

Representatives in all other principal cities. Consult your local classified telephone directory.

without first gaining a knowledge of markets and relating their merchandising policy to facts thus ascertained. A sales forecast so made is merely a good guess.

It is obvious that surplus inventory is the deadliest enemy of profit and yet it seems to be a natural instinct of manufacturers and merchants to pile up excess merchandise.

It is obvious that overproduction breeds falling prices and yet goods of all kinds are constantly produced in greater quantities than their markets can absorb.

It is obvious on the other hand that if an accurate forecast of sales can be made, production can be planned intelligently at the minimum of cost and inventory brought under an exact control.

Moreover it is natural for every man to look beyond the end of his nose, to visualize the future and at least to imagine what it has in store for him.

### The Great Human Failing

THE trouble with a great many human beings, however, is that they do not think well of themselves for the simple reason that they have not experimented with their own faculties. They lack confidence in their own judgment because they have not exercised their judgment sufficiently. Such people stumble over obvious facts without perceiving that in these obvious facts fortune lies concealed.

Why not recognize a few of these obvious things?

The following obvious facts are quoted from a statement made by an executive officer of one of this country's most successful manufacturing, merchandising and selling industries:

With the evolution of an effective organization, with responsibilities delegated to capable personnel and with an intimate knowledge of the situation made available to them by means of effective control, executives should soon find themselves in a position to sit back, to acquire a proper perspective and to formulate plans for the future. The need for planning on such matters as merchandising strategy, service campaigns, reduction of costs, advertising programs, plant extensions, personnel movements and the development of men is evident.

The education and the training of the organization comes first. That is obvious. Let this fact be perceived and thought through and let there be no mistake about doing it.

When that is accomplished all those wonderful collaterals of scientific administration will ensue—market study made by educated and trained research men from within and not from without the organization; planning of the merchandise line by men with trained merchandising minds, educated in quality, design and style values, sensitive to market needs and tastes, cautious men who feel their way into a line and never plunge on a reaction; planning the production schedule so that never shall there be any consider-



# ANCHOR Fences

MADE BY THE MAKERS OF AMERICA'S FIRST CHAIN LINK FENCE

When writing to ANCHOR POST FENCE CO. please mention Nation's Business



## AMERICA'S LEADERS



## IN MASS PRODUCTION

J. GRAHAM WRIGHT

President, JOSEPH TETLEY &amp; COMPANY, INC.

"WITH large mass production the keynote of modern business, packaging must be as speedy, thorough, and economical as possible. Packaging machinery has been an invaluable aid in this respect, and Pneumatic Machines have enabled us to make our packaging process one of the most efficient in our production chain. PNEUMATIC TEA BALL MACHINES have actually opened up new markets and new profits for us."



"Opened up  
new markets  
and new profits!"

SINCE packaging was in its infancy, Pneumatic Scale Machines have been serving America's leaders in mass production. Today, the majority of the nationally known companies whose products are familiar household names are using Pneumatic Scale Machines to package their products. Sun Maid Raisins, Cream of Wheat, 20 Mule Team Borax, Domino Sugar and Aunt Jemima's Flour are just a few of the many famous products packed by Pneumatic Machines.

The Tetley Tea Company is a typical example of the contribution Pneumatic Machinery is making to the cause of more attractive, efficient and economical packaging . . . The Tetley Tea Company bought their first Pneumatic Machines in 1916, and found them so satisfactory that they have added 13 more since then, as their needs increased.

But, in addition to their regular Pneumatic Packaging Machines, the Tetley Tea Company uses one of the Pneumatic Scale Corporation's greatest contributions to modern packaging—the Tea Ball Machine, which first made the manufacture and marketing of tea balls in volume a practical reality. This machine cuts the gauze, weighs the tea into the gauze, forms and ties the bag and attaches the tag, delivering the completed tea balls at the rate of 30 a minute without the aid of a single human hand!

"Pneumatic Tea Ball Machines have actually opened up new markets and new profits for us"—says J. Graham Wright, President.

The Pneumatic System of Packaging Machinery includes 70 different machines designed to meet the packaging requirements, dry or liquid, of any manufacturer, no matter how small or large his production may be. We shall be glad to send to executives who are interested, a 64-page book describing the complete Pneumatic System of Packaging Machines and listing the names of the nationally known companies now using them. Write for it.

# THE PNEUMATIC SCALE SYSTEM of PACKAGING MACHINERY

..... for every packaging purpose • dry or liquid

PNEUMATIC SCALE CORPORATION, LTD. • NORFOLK DOWNS, MASS.  
Branch offices in New York, 26 Cortland St.; San Francisco, 320 Market St.; Chicago, 360 No. Michigan Ave.; Melbourne, New South Wales and London, England

When writing to PNEUMATIC SCALE CORPORATION, LTD. please mention Nation's Business





## Sure-Footed

**T**HE BUSINESS that prevents little leaks which so often eat into profit is the sure-footed business.

The company that insists upon the protection of an individually certified, handwritten record of every initial transaction is the organization that succeeds.

It can negotiate the rocky ledges of highly competitive, close margined business because its record of

**PURCHASES  
RECEIVING  
STORING  
PRODUCTION  
SALES  
SHIPMENT (Frt., Exp., P.P.)  
DELIVERY  
BILLING**

and all other necessary transactions are made "on the spot" by the use of the Egray COM-PAK Auto-graphic Register.

This is a versatile record-maker adaptable for every line and department of business, large or small—Manufacturers—Wholesalers or Retailers.

Its cost is moderate indeed compared with that of more complicated, less effective methods—effecting substantial savings in time, labor and money while protecting earned profits with clear, legible records of control subject to easy check and audit.

The Egray COM-PAK is the foundation of a tried and true system that may be applied with profit to YOUR business.

May we tell you about it?

Write NOW for full information.

**THE EGRAY REGISTER COMPANY**  
Dayton, Ohio

**EGRY**  
**COM-PAK**  
**AUTOGRAPHIC REGISTER**

able mark-down in prices of excess products and that always production and sales shall be in balance; control of the planning, control of the thinking, so that it shall be systematic thinking, needed thinking, thinking coordinated with the corporate policy and finally an executive management freed from details to think and foresee.

The theory of this system of control is excellent, but when we come to its practical application it quickly becomes apparent that human beings do not adapt themselves to such matters as systems as obediently and as perfectly as do the gears of a differential.

Human beings prefer to do things in their own ways and develop their own ideas. Originally they were lone hunters, lone fishermen, lone herdsmen and lone tillers of the soil.

Through the civilizing influence of education and training they have been induced to cooperate socially and to work in groups. But even now cooperation and especially coordination are distasteful to them. Success in modern industry, however, demands that they work together and think together to produce a composite result.

Therefore it is essential that every member of an organization shall be educated and trained in a systematic way.

Naturally every man thinks primarily in terms of self-interest. "What shall he gain through a planned and standardized procedure?" is the question he asks, and it is necessary that his inquiry shall be answered satisfactorily if the best that is in him is to be brought out.

For example, there are 76 key men, each a master of a burden center, in the little circles on the periphery of our chart. They are far removed from the single executive circle at the heart of the chart where the final decision is made as to what to make, how to make it, how to sell it and how to control the entire operation.

The key men of the periphery circles as well as the key men of the inner circles must be induced to think that they are intimate members of the corporate family circle and must learn to know what the plans of the corporation are all about if their brains are to be utilized as well as their hands and their feet.

### Inducing Key Men to Think

**THEY** must be told that the corporation by which they are employed has a well defined policy of operation and be instructed in the essential details of this policy.

They must be taught that a corporation is in business for the very definite purpose of making profits and further that no business corporation has any justification for continuing its existence unless it can earn a fair return on the capital invested in it.

They must be shown in a manner suited to their intelligence that, to make satis-

factory profits, their corporation must so plan its operations that there shall be no waste in either materials or labor and that, to accomplish this, every item of expense must be watched and controlled. They must be told what would seem to be an obvious fact, that if the president of the corporation were able to design, make and sell all its several products, it would not be necessary for him to have an organization of helpers. As it is manifest that he is only one human being he must delegate the many functional tasks of the enterprise to other human beings selected because of their expertness in these occupations.

Obviously if he delegates the task, he delegates with it the responsibility for efficient performance and naturally no man can be held accountable for efficient performance unless he has the authority to govern the men under him and to control his department under the terms of the corporate policy and operating plan.

### Dividing Up the Day's Tasks

**THESE** heads of divisions must delegate the management and control of departments to other men specially chosen for the tasks assigned and so it must go all down the line, each key man assuming a portion of the task of a superior key man and delegating portions of his task to junior key men, all this being done with the common understanding that there shall be constantly an interchange of knowledge and general information throughout the organization together with the assurance to every man that merit shall be rewarded in the ratio of the efficient performance of the allotted task, no matter whether he be president or day laborer.

A human being can be sold an idea just as readily as he can be sold a pair of shoes. Both the idea and the shoes must fit, however, or there will be trouble.

It is quite remarkable, nevertheless, what a scarcity exists in idea salesmanship by the chief executives of industrial, commercial and financial enterprises.

The philosophic observer often wonders if certain of these men in high positions were not trying deliberately so to conduct the affairs of their corporations that profits would be impossible to attain.

Then again he wonders why they continue to go on stumbling over such obvious business necessities as market knowledge, planning, forecasting, budgetary control, research and analysis, without seeming to notice them or to observe the profitable use they are being put to by his more successful neighbors.

With bewilderment he wonders why so much economic discussion is being devoted to markets, to merchandising, production and distribution which are the arts of man, and so little to the human beings who are doing the working and the thinking.

Truly man is the one enigma that mankind will never solve.



# Specify **BLAW-KNOX** BUILDINGS

*Firesafe*  
*Weathertight*  
*Portable*  
*Permanent*  
*Flexible*  
*Economical*  
*Never*  
*Obsolete*

Here's a four word way to settle your industrial building problems—specify "BUILDINGS by BLAW-KNOX." Then it is only a question of deciding dimensions, arrangements of doors, windows and ventilators. All the qualities you will require in a one story building are there—utmost safety from fire, weathertightness, and resistance to deterioration.

In addition Blaw-Knox Copper Alloyed Standard Steel Buildings are portable—they may be dismantled and re-erected in new locations without loss. Their long life with negligible maintenance have made them a standard purchase by successful American Industries for the past 20 years. They are the lowest cost per year all steel buildings used to house men, materials or machinery.

Ask our nearest District Office for a copy of the new Building Catalog—it shows exactly how to solve your building problems at low cost without fuss, bother or delay.

## BLAW-KNOX COMPANY

632 Farmers Bank Bldg., Pittsburgh, Pa.

New York—342 Madison Avenue	Baltimore—Bayard & Warner Streets
San Francisco—1007 Financial Center Building	Chicago—People Gas Building
Philadelphia—906 Widener Building	Detroit—Lincoln Building
Buffalo—622 Genesee Building	Cleveland—326 Union Building
Birmingham—Brown Marx Building	Boston—605 Statler Building



**CATALOG 1057** **ON REQUEST**





*GF Allsteel equipped general office of  
Central Fire Insurance Co., of Baltimore*

## Naturally, Great Insurance Companies prefer GF Allsteel

**T**HE protection of property and life is vital to all business.

And insurance companies, selling such protection, have earned a place among our largest, most respected and most efficient institutions.

It is significant that so many great insurance companies have standardized on GF Allsteel office equipment.

They recognize the protection GF Allsteel gives to valuable business papers; they know its contribution to better work—its greater con-

venience, and utility; they appreciate its beauty and permanence.

GF Allsteel even protects health for it is easier to keep clean. The Velvolum top is an ideal working surface and there is no warping of drawers, no edges to splinter, no refinishing needed.

Many businesses have adopted insurance company methods for greater efficiency; their foresight and wisdom in selecting GF Allsteel Office Equipment also sets an example worth following.

### THE GENERAL FIREPROOFING COMPANY

Youngstown, Ohio . . . Canadian Plant, Toronto  
BRANCHES AND DEALERS IN ALL PRINCIPAL CITIES

ATTACH THIS COUPON TO  
YOUR FIRM LETTERHEAD  
N.B.  
THE GENERAL FIREPROOFING CO.  
Youngstown, Ohio

Please send me a copy of the GF  
Allsteel Desk Catalog.

Name.....  
Firm.....  
Address.....  
City.....  
State.....

The GF Allsteel Line: Filing Cabinets · Shelving · Sectional Cases · Transfer Cases · Storage Cabinets · Safes · Document Files · Desks · Tables · Supplies

**GF Allsteel**  
"Serves and Survives"

THE COMPLETE LINE OF OFFICE EQUIPMENT

When writing to THE GENERAL FIREPROOFING COMPANY please mention Nation's Business



# WHAT OTHER EDITORS THINK

By WAINWRIGHT EVANS

**W**HAT are the present pulp-wood resources of Canada? What inroads have been made upon those resources by the pulp and paper industry's activities during the last few years?

Provincial representatives and forestry experts will meet this month to discuss these questions.

A report in the *Paper Trade Journal* says that an effort will be made to determine how long the Canadian forests will last at the present rate of consumption, to find the extent of replacement of cut timber under present forestry methods, and to decide how many trees should be planted annually to achieve real progress in reforestation.

At present Canada plants about five million new trees annually. Many experts hold that nothing short of the planting of five billion trees a year will suffice. Some hold to the plan of allowing natural reproduction to take its course, and to protect such natural new growth by every means known to modern science.

THE GIGANTIC project for harnessing the tides of the Bay of Fundy is again receiving consideration by the Canadian House of Commons, as a result of the fact that the Dexter P. Cooper Company has applied for a two-year extension of time for beginning the work. The charter, granted in 1926, provided that work should begin in three years. The *Paper Trade Journal* in reporting this says that the project calls for the development of 700,000 horsepower by the construction of dams in Passamaquoddy Bay, which would make possible utilization of the tide as it comes in, and would also trap the waters, once they are at flood, and allow their gradual release through channels to take a second toll of their power.

EMPLOYERS on the one hand and organized labor on the other will regard with satisfaction the fact that a compilation of reports for wage changes as of March 1 indicates that after years of



Elijah Lovejoy, abolitionist editor of the *Observer*, Alton, Ill., killed by mob

stormy fluctuation and adjustment wages in the building trades show unmistakable evidence of becoming stable.

The reports of 60 cities, as made to the *American Contractor*, show that there were only three changes recorded as compared with 26 changes for the corresponding month in 1927. The three changes reported are an increase from \$1.12 to \$1.20 an hour for electricians in Milwaukee; an increase from \$1.25 to \$1.50 an hour for tile setters in Nashville; and an increase from \$11 to \$12 a day for union plumbers in San Antonio. Aside from that all seems quiet along the Potomac.

While further adjustments doubtless are to be expected, there is good reason to conclude that the most painful phase of the process by which labor and capital has been arriving at these fresh understandings is over; and that such new changes as come will come more easily.

Each side is learning to speak the other's language, and each is learning that in the long run their basic interests are the same. It is already a truism in industry that labor must receive a wage that will enable it to consume a fair portion of the goods that it produces.

HARRY B. CURTIS of the Bridgeport Hardware Manufacturing Corporation, just returned from a trip through Japan, China, and the Philippines, tells some of his experiences in bucking the competition of low-priced German tools in the Orient in the April *Hardware Dealer's Magazine*.

In Japan Curtis found American tools in a losing fight with German-made goods, which sold for from 25 to 50 per cent less. The Japanese considered the cost of American screw drivers, for ex-

ample, unreasonable when they could buy apparently the same article, made in Germany, at a lower price.

Curtis answered the argument by picking up one of the German-made screw drivers and breaking it with his hands at the point where blade and handle joined. Then he let his astonished Japanese friends try the same stunt with his own hard-

ened and tempered tools. He had some of his screw drivers flattened out and demonstrated that the steel was so good that it made a good, flexible carving knife.

Next he showed the Japanese something about proper window displays, (they were accustomed to stowing goods away in drawers).

"WANTED: A Commercial Code" is the heading of an item which appears in the *Far Eastern Review*. The article relates that the Sun-Sun department store in Shanghai has closed partly because of a quarrel among shareholders and partly because of labor trouble, and that the incident affords an example of the need for a code of commercial law in China.

In Great Britain or the United States, says the *Review*, the shareholders would have gone into court and asked that a receiver be appointed to put the property on its feet. But in Shanghai there is no law governing this case.

The *Review* suggests that it may be necessary for Chinese capital to seek the protection of foreign law, "which, at any rate, is definite and understandable but which is not what nationalist China seeks in the present situation."

Some day such discussions as this will bear fruit. With western methods at hand for coping with the industrial problems which now are beginning to confront China, that country will achieve at a stroke knowledge which required the Occident centuries to gain.

THE prevention of design piracy and of the overweighting of silk fabrics was discussed at length by H. Schniewind, Jr., president of the Silk Association of



# First APPROVED

by Underwriters' Laboratories 1902



# again IMPROVED

by Detex Watchclock Corporation 1929

Detex Newman — the original and only Newman — the leader of key registering watchman's clocks for over 30 years — is still the leader.

The first watchclock of American design; the first approved by Underwriters' Laboratories, Inc.; over 40,000 in use; now it is again improved.

The Detex Newman is now an interchangeable clock — stations and keys may be added as needed. It registers from 1 to 30 stations. It is built to a modern, high standard of quality with a movement designed especially for watchclock use. The savings in insurance



rates often pay for the system in one year. Send the coupon for the Newman booklet.

## DETEX WATCHCLOCK CORPORATION

4153 Ravenswood Avenue, Chicago, Illinois  
29 Beach St., Boston 80 Varick St., N. Y.  
Glenn Building, Atlanta, Georgia

Manufacturing

NEWMAN, ALERT, PATROL  
ECO WATCHMAN'S CLOCKS

Approved by Underwriters' Laboratories, Inc., and  
Factory Mutuals Laboratory

DETEX WATCHCLOCK CORP.  
4153 Ravenswood Ave., Chicago, Ill.

Please send the Newman booklet on Watchclock Protection.

Name .....

Address .....

City..... State.....

# DETEX

Representatives in all large cities in America and Abroad

When writing please mention Nation's Business

America, at the Association's fifty-seventh annual dinner. Schniewind's talk contained vigorous reference to the Federal Trade Commission as a source of help for honest silk manufacturers if dishonest members of the industry insist on continuing to overweight silks and to steal designs.

In the hope that it will be able to cope with this problem and clean house without government assistance, the industry has prescribed standards for the weighting of silks and has established a Design Registration Bureau for the prevention of duplications of design, intentional or unintentional.

But Schniewind's address, as reported in *Silk* makes clear once more that the day has come when business men are definitely and willingly looking to the Government for help in the establishment of sound trade practices.

"THE modern transport airplane carries more pay load per horsepower than do the largest and fastest steamships, our fastest and most palatial railroad trains, or our highly developed and comfortable automobiles. If the pay load per horsepower be the measure of success, which I am inclined to question, then transport aviation has a very bright future indeed."

The above is from a communication written by E. R. Armstrong, president of the Seadrome Development Company, to *Transportation*.

A recent article in the *Forum* says that "power load is an insuperable bar to air transportation on a big scale because 25 pounds to the horsepower is the absolute and dangerous limit." But in aviation as in other matters, doctors disagree. Wilbur Wright, who knew something about these matters, said in 1903 that "200 pounds is attainable, possibly a little more."

*Transportation* summarizes the present figures for horsepower per ton mile as follows: Transport airplane, 4; passenger automobile, 5; passenger locomotive, 6; passenger steamship, 20.

THE excessive cost of surfacing airport landing fields is making the whole problem a difficult one for the aeronautical industry, and it is likely to become even more difficult with the development of intensive flying, "ten-ton truck" airplanes, and the demand of passengers for safe and bumpless landings.

It is possible that the best solution will be found, points out the *Airway Age*, in the development of improved shock-absorbing devices. One tire manufacturer, for example, is now attempting to make an exaggerated balloon tire, with very thin side walls, and with a small metal hub. The wheel will be all tire.

It may take an air pressure of as low as three and a half pounds. It is claimed that it will allow landings in places so

rough as to wreck a plane using the ordinary type of landing gear, that it flattens out in sand or mud and prevents miring, and that it does not damage sod surfaces. It is possible, however, that it may retard the take-off speed; and nobody knows as yet what will come of it.

A SURVEY which the Merchant's Association of New York City has recently made of wages in the aeronautical industry and which is reported in the *March Airway Age*, shows a wide variation in different parts of the country. A beginning machinist in Denver, for instance, receives 50 cents an hour, as against the 90 cents an hour paid in Philadelphia and 55 cents in New York. Variations in pay for other work are equally pronounced.

That this problem of wages will soon require careful attention from airplane manufacturers is evident from the fact that the American Federation of Labor has lately considered organizing workers in the aeronautical industry.

"THREE years ago," says the *Aero Digest*, "the public's money stake in aeronautics amounted to \$5,000,000. Now, 36 months later, it amounts to \$150,000,000. During the most recent year of record, 19,000 original medical applications for aviation certificates were filed. During the whole World War . . . the Army and Navy together received only 16,000."

"Mrs. Hasbeen and her husband, reading this, will sigh and whisper that it shows how reckless modern youth is. Does it? It does not. Aviation insurance rates, during the same period of three years, have been cut, generally speaking, 40 per cent."

"So the game is not only infinitely bigger than it was, but infinitely safer."

ACCORDING to M. H. Felton, writing in the *Fur Farmer Magazine*, America will presently be taking the French view as to the edible qualities of the great American bullfrog.

Mr. Felton says he has discovered the secret of successful frog culture. By strictly forbidding the frogs to practice cannibalism and by preventing the distribution of birth control literature among them, he finds it perfectly simple to produce 25,000 frogs a year from ten pairs of breeders. This, he says, allows liberally for losses from natural causes while the tadpoles are becoming frogs.

A female frog lays from 15,000 to 20,000 eggs a year, according to her age and how she is feeling about the matter of raising a family, he reports.

Mr. Felton combines frog raising with muskrat raising because frogs and muskrats thrive under identical conditions; and he predicts that the bullfrog will "soon take its place as one of America's greatest commercial animals."





## MORE MILES PER DAY . . . MORE DAYS ON THE ROAD

A MAN in the Middle West regularly makes a two-hour run in his car. It is a necessary part of his business week. He says that with Ethyl Gasoline he cuts off at least ten minutes from his running time. On rainy days his saving is from fifteen to twenty minutes.

From ten to twenty minutes saved every two hundred miles. It seems small. But fleet operators know the vital importance of such economies. Added together and multiplied by the days of the year and the units of the fleet, they mean a substantial reduction in cost per mile.

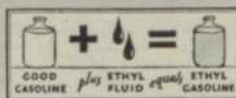
With Ethyl, time usually lost by lay-up for frequent carbon removal is saved. Wear and tear on bearings is

lessened. Additional power is furnished for heavy pulls. Strain on the engine parts is eased. Gear shifting is materially reduced. Ethyl means more miles per day and more days on the road; lower operating costs.

That's because Ethyl is gasoline *plus*. To it has been added a vital ingredient—Ethyl fluid, containing tetra-ethyl lead. We invite executives of companies operating motor vehicles to look into Ethyl as an operating economy. Write to any of the offices listed below.

Ethyl Gasoline Corporation, 25 Broadway, New York City; 56 Church Street, Toronto, Canada; 36 Queen Anne's Gate, London, England.

# ETHYL GASOLINE





# WHAT I'VE BEEN READING

By WILLIAM FEATHER

**T**HE American Omen" by Gareth Garrett is one of the books that should be included in The Business Book-of-the-Month Club, if there were such a club. Garrett has formulated an American philosophy that is new, although it will instantly be recognized as sound by every business man.

Europeans send delegations here to discover the "secret" of our prosperity. They go back as ignorant as they came, because they try to interpret us in terms of old-world ideas.

The American idea is different from anything that ever existed before. We have scrapped many of Adam Smith's principles. Whereas he was obsessed with the "iron law of wages" and feared that workers were forever doomed to a bare existence, we have demonstrated that all may enjoy a feast of good things. That one may be rich, many need not be poor. All may become richer together.

The Americans think of wealth in terms of consumption. The object of production is consumption. High wages mean high purchasing power. High purchasing power means a big domestic market. A big market means big production, low costs, high wages. The circle is perfect.

The reason the radicals in the United States are tired is that they have so little to do. No one will listen to them, attend their meetings, or subscribe to their magazines. The real American cannot understand their stuff. It makes no appeal to his common sense or daily experience. In the last 20 years, and particularly in the last ten, American industry has moved so fast that it has left its critics far behind, and no new generation of critics has been bred. Modern youth recognizes that the old-time slogans of the radicals are as out of date as flannel nightshirts.

Garrett develops his theme brilliantly. In the later chapters he anticipates the thought of many that the United States is enjoying a bit of luck, or is passing through a cycle, and that it will soon sink to the level of older civilizations. They, too, had their day. Why should we imagine that we are an exception?

He faces this historical sequence bold-



Sinclair Lewis as portrayed by Covarrubias. From "Meaning no Offense" by John Riddel. Copyright 1928 by Conde Nast

ly, but fails to find a parallel. Our practice of proportional distribution of income seems to insure wider and wider prosperity, greater and greater happiness. It does not seem credible that we could lose what we have gained.

SINCLAIR LEWIS, creator of "Main Street," "Babbitt" and "Elmer Gantry" adds new exhibits to his gallery in his latest effort, "Dodsworth."

Sam Dodsworth is a different type of business man from any that Lewis has previously presented. Although he is a millionaire automobile manufacturer, Sam Dodsworth, at 50, has none of the qualities that irritate the intellectuals. He is not a Babbitt, not a Rotarian, not an Elk, not a deacon. He rarely shouted, never slapped people on the back, and had seen only six baseball games since 1900.

He was bored by free verse and cubism, but he thought rather well of Dreiser and Cabell. He played golf reasonably well, and did not often talk of his scores. He liked camping, but did not pretend that he preferred an outdoor bed. He played good poker, drank his share of whisky, and he got the same thrill from designing a fine automobile that a poet might get from a bright midnight sky.

Fran, Dodsworth's wife, ten years

younger, was the kind of woman who considered herself much superior to her husband. Everything she wanted was spelled with capitals—Culture, Society, Intellectual Companionship, Romance, Civilization. She persuaded Sam to sell his business and take her to Europe for an indefinite sojourn.

Although at first Fran knew nobody in Paris, she acted as though every one knew her. Sam was puzzled to understand why she considered it a duty to keep herself fashionable in the eyes of choice people who did not know she existed. He could understand her desire at home to put it over on the neighbors, but in Paris why should she refuse to sit in a sidewalk cafe in fear that some aristocrat passing in a carriage might arch her eyebrows at them?

Fran fell madly in love with the first bouncer that looked her way. Sam pulled her out of that mess, but in a few months she was in love with a young count in Berlin.

Lewis does a good job of presenting Fran and her kind. As a character she is more real than her husband, but also more of a stereotype.

The touring of the Dodsworths in Europe offers Lewis opportunities to take discerning cracks at Europeans, Americans, and professional travelers. He considers travel the most arduous and boring of all pastimes. The great traveler, he says, is a small mussy person, in a faded green fuzzy hat, who knows all the facts about 19 countries except their home lives, wage scales, exports, religions, politics, agriculture, history and languages.

"If travel," he says, "were so inspiring and informing a business as the new mode of round-the-world-tour advertisements eloquently sets forth, then the wisest men in the world would be deck hands on tramp steamers, Pullman porters, and Mormon missionaries. . . . Those afflicted with habit of traveling lie about its pleasures and profits.

"They do not travel to see anything, but to get away from themselves, which they never do, and away from rowing with their relatives—only to find new relatives with whom to row. They travel to escape thinking, to have something to do, just as they might play solitaire, work cross-word puzzles, look at the cinema, or busy themselves with any other dreadful activity. These things the Dodsworths discovered,

<sup>1</sup>The American Omen, by Gareth Garrett. E. P. Dutton & Co., New York. \$2.50.

<sup>2</sup>Dodsworth, by Sinclair Lewis. Harcourt, Brace and Company. New York. \$2.50.



# Stuebingizing System MATERIAL HANDLING

Shipping Materials  
on Skids is the Latest ~

Today, rehandling of individual pieces is eliminated.

Material is either piled on a platform at the machines or presses and is shipped in this way directly to destination without ever being removed.

Or it is gathered in the Shipping Department, packed on a platform and shipped in this way directly to destination without ever being removed from the platform.

The platforms are billed when shipped—credited when returned, or cheap skids are used and retained, as is done with cases and crates.

By this means heavy handling cost and delay are entirely eliminated. It is packed, ready for shipment, upon its first handling. It is in accordance with the times.

## Stuebing COWAN

are the fathers of the idea—they have a staff of specialized men in every district to discuss the details with those interested.

Why not "look into the proposition?" It will obligate you in no way. Write.

The Stuebing Cowan Co.  
337 E. Court St.,  
Cincinnati, O.



America should ship its goods on skid platforms



# The Stuebing COWAN

## System of Material Handling

Not made that your material handling problems must fit it—but made to fit your problems expressly --

Whatever your problems in material handling, or the difficulties attending them, or the disadvantages they incur, or the hazards they present, or the expense they involve, there is a Stuebing Cowan lift truck and platform designed for those problems that will eliminate all your trucking and conveying disadvantages and hazards and reduce your handling expense from 40% to 60%.

Let us arrange a demonstration in your plant and prove it --

THE STUEBING COWAN CO.,  
337 E. Court St.,  
Cincinnati, Ohio

As Handy  
as the Hand—



America should ship its goods on skid platform

W. C. Stuebing

(B)  
STAFF



though, like most of the world, they never admitted them."

Dodsworth is good reading, and it has the merit of all of Sinclair Lewis' books, namely, it is downright American and could have been written only by an American. One concludes that this violent critic finds less to admire in Europe than at home. The quarreling of Mr. and Mrs. Dodsworth is realistic. The book contains a good deal of the same stuff that attracts readers to "Bringing Up Father," "Andy Gump," and other daily comic strips.

THE sub-title of "The New Industrial Revolution" is "A study for the general reader of rationalization and post-war tendencies of capitalism and labor." The title suggests an interesting book, but it turned out unbelievably dull. I confess I turned the pages rapidly in search of an oasis, but found none.

The author indicates that Germany has gone farther than any other country in the organization of vertical trusts. England has lagged, and the author rebukes his countrymen.

The book deals with the current industrial revolution, equal in significance to the introduction of steam, but the subject is presented in such a vague and abstract manner that I doubt if it will add anything to the reader's intelligence.

A PECULIAR fact is that busy people read the most. A man who belongs to a half dozen organizations, who travels, plays cards, goes to the theater, attends lectures, and occasionally dances, is usually more widely read than the man who seems to have nothing to do outside of working hours. The latter says he has no time for reading, but if his day were analyzed it will be found that he lacks inclination rather than time.

The authors of "Reading Interests and Habits of Adults" turned up many other interesting facts.

Far more reading is done today than ever before. The average adult spends 90 minutes a day in reading. Of adults, 95 per cent read newspapers, 75 per cent read magazines, and 50 per cent read books.

The better educated a man is the more time he spends in reading. He is likely to read newspapers less and books more. A professional man will devote about twice as much time a day to reading as a clerk, and almost three times as much as a workman.

The majority of nonreaders of books suffer from the delusion that education ceases when one leaves school. They do not perceive that education should be extended through life, and that books offer

\*The New Industrial Revolution, by Walter Meakin. Brentano's, New York. \$3.

\*Reading Interests and Habits of Adults, by William S. Gray and Ruth Munroe. Macmillan Company, New York. \$3.50.



THE ELECTROLUX Gas Refrigerator, now giving silent and care-free service in thousands of homes, accomplishes the refrigerating process in a most economical and efficient manner by utilizing HEAT from a tiny gas flame as one of the essential elements. The selection of the Sylphon Bellows for duty in such a famous refrigerator is highly significant.

### A Strong Endorsement

Servel Inc., manufacturers of the Electrolux, endorse the Sylphon Bellows in these positive terms,— "The Sylphon Bellows used in the Electrolux Refrigerator gives very satisfactory service and we are willing to recommend them to any prospective users."



### The Sylphon Bellows

The most sensitive and durable of all expansion members, is the motor element in thousands of thermostats, in the most highly recognized radiator traps, refrigerating machines, industrial and building temperature regulators and many other diaphragm applications. It was originated and patented by the Fulton Sylphon Company.

Our plant is the largest in the world devoted exclusively to the manufacture of thermostatic instruments and we invite those interested to submit to our engineers (without obligation) any problems involving Sylphon Temperature or Pressure Control.

Address all Letters to Dept. N

# FULTON SYLPHON Co.

KNOXVILLE, TENN., U.S.A.

Representatives in all Principal Cities in U. S. A.—European Representatives, Crosby Valve & Eng. Company, Ltd., 41-2 Foley St., London, W. 1., England—Canadian Representatives, Darling Bros., Ltd., 140 Prince St., Montreal, Que., Canada

When writing to FULTON SYLPHON Co. please mention Nation's Business





## The GROUND FLOOR is still open

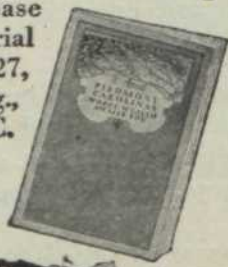
**I**N overcrowded industries, executives often envy the "ground floor" opportunities that favored their predecessors. Piedmont Carolinas offers just such pioneering opportunities—the *plus* qualities that build a prospering business.

Typical of advantages offered all businesses, consider the example of the process industries that use or produce chemicals. In only *one* field are Piedmont Carolinas' factories today supplying nearby demand.

Favorable cost-cutting and marketing elements offer marked advantages to makers of paints, varnish, rayon, rubber goods, vegetable and animal oils, leather, paper, explosives, drugs, cosmetics and soap.

Advantages in plant, labor and overhead beckon these industries. Accessibility to active markets and heavy industrial consumers, coupled with low production costs, make sales almost automatic.

Get the facts, authentic government statistics, presented in this book. Please address Industrial Dept., Room 127, Mercantile Bldg., Charlotte, N. C.



**DUKE POWER  
COMPANY**

SOUTHERN PUBLIC UTILITIES COMPANY  
AND OTHER ALLIED INTERESTS

When writing please mention Nation's Business

the means. Another idea that most people have failed to grasp is that a well selected book is a tool through which a man can improve his skill as a worker. Professional men understand this, but business men and their employes have been slower to see the possibilities for improvement and advancement that lie in reading.

Henry Ford said that up to 40 a man should not try to save money but should invest his surplus in the improvement of himself. The business press of this country is the most extensive in the world. Our business papers are brilliantly edited. Our business books are more numerous, more practical, and better written than ever before. An expenditure of \$50 a year for books and magazines would be a first-class investment for any man, even though his salary were only \$100 a month. Having bought books and magazines he should read them, of course.

Too many regard reading merely as diversion, whereas the aim should be self-improvement. Titles should be carefully selected, and the reader should demand that the author give him something substantial for his time and money.

The revelations in "Reading Interests and Habits of Adults" are mainly encouraging.

One conclusion should be noted by parents, since it indicates that the reading habit is usually acquired in the early years.

"It is found," say the authors, "that those who read most are, on the whole, those who have had the best education, the most inspiration at home and at school, and the best facilities for getting hold of books. They have done more reading in childhood than those of more limited educational advantages."

IN THE April issue of the *Atlantic Monthly* the leading article was "The Tree as an Invention," by Charles D. Stewart. Rarely have I read anything so fine. Poets, etchers, and painters have used the tree as a subject, but no one,

in my opinion, ever produced anything as perfect as this essay.

Readers of this department who enjoy lucid writing and noble thinking will be rewarded if they will seek a copy of the *Atlantic* and read the article. There is something in Stewart's philosophy that seems to be needed today. Modern man's achievements are wonderful, but let him contemplate the mechanism of a tree and he will become humble.

DR. V. V. ANDERSON, author of "Psychiatry in Industry,"<sup>1</sup> is director of medical research at R. H. Macy & Co., New York department store. The book is a response to requests for information about practical developments coming out of psychiatry and psychology as they are related to employment, training, management, and health.

My first reaction to these new professions is that they differ from the old mainly in their vocabularies. A psychiatrist talks about mental hygiene, behaviorism, introverts, extroverts, and egocentric personalities, whereas the old-fashioned employment manager talked about dumb Doras, flappers, dim bulbs, and flat tires.

The old-fashioned boss fired the weak sisters and stupid brothers and hired a new crew. From the survivors he acquired an organization.

Modern business is not satisfied with this hit-and-miss system. It wonders whether there is not some way by which the misfits can be eliminated before they are hired. Also, modern business recognizes an obligation to the community. Perhaps a misfit in one department will become a perfect fit in another.

Dr. Anderson's book is a mass of fancy four-dollar words, but his work has undoubtedly led to practical results. Tests have been developed which appear to sift the strong from the weak, thus placing hiring, firing, shifting, and promotion on a sounder basis.

<sup>1</sup>Psychiatry in Industry, by V. V. Anderson. Harper & Brothers, New York. \$4.

## On the Business Bookshelf

**T**WO books on investment trusts almost identical in name but quite different in text are "American Investment Trusts" and "Investment Trusts in America" by Mr. Williams and Mr. Fowler. That of Mr. Williams is the more easily read because it is brief. That of Mr. Fowler is more informative and goes into detail in its treatment of the different

types of investment trusts, the management of the portfolio, accounting procedure, and the many other items necessary in the trust.

The two authors agree that a principal outlook for investment trusts is their prospective stabilizing influence on security prices. This is due to their custom of buying securities that sell below their real value and selling those with a price higher than what they intrinsically are worth. This is just opposite from the mob psychology which to a large extent rules stock exchanges today, that is, to sell when stocks are low for fear they will go lower

<sup>1</sup>American Investment Trusts, by John Francis Fowler, Jr. Harper & Brothers Publishers, New York. \$5.

Investment Trusts in America by Marshall H. Williams. The Macmillan Company, New York. \$1.50.



# Called

# "SCOTCH"



**FIBRES!** Photomicrograph showing the finely matted fibres which compose Improved Columbian Clasp stock. The microscope is only one of the many precise instruments whose scrutiny this stock must pass.



## SEVEN REASONS WHY THE IMPROVED COLUMBIAN CLASP ENVELOPE IS THE STANDARD

1. Made from extremely tough, flexible stock.
2. "Scotch seams"—they never give.
3. Clasp of malleable metal that resists breaking.
4. Clasp anchored to envelope at all points through double thickness of paper.
5. Hole in flap patch-reinforced with fibre-tough patch. Lines up with clasp every time. Inspection at factory makes certain of this.
6. Identified by name "Improved Columbian Clasp," and size number printed on lower flap of each envelope.
7. Thirty-two stock sizes to fit practically any job without making to order.

*because*

## THEY DON'T GIVE

THE way the seams of the Improved Columbian Clasp Envelope grip together for dear life is anything but a joke—Scotch or otherwise.

You can tear the tough stock from which the envelope is made, before the seams will part. Which means that shocks and blows and strains can't make these envelopes gape open and spill their contents.

Further strength is added by the clasp, which bends easily but refuses to break easily—and by the flap-hole, which has the tough character of a knot-hole.

All these things together go to make the Improved Columbian Clasp Envelope the standard of mailing envelopes.

Your printer or stationer has 32 different sizes right in stock—or he can get them on very short notice.

UNITED STATES ENVELOPE COMPANY

*The world's largest manufacturers of envelopes*  
 SPRINGFIELD, MASSACHUSETTS  
*With thirteen manufacturing divisions covering the country*

## Improved COLUMBIAN CLASP ENVELOPES

*When writing to UNITED STATES ENVELOPE COMPANY please mention Nation's Business*





From  
coast to coast  
20,000  
Aetna-izers  
are ready to  
serve you

See the Aetna-izer in your community—he is a man worth knowing.

**AETNA-IZE**

*The Aetna Life Insurance Company • The Aetna Casualty and Surety Company • The Automobile Insurance Company • The Standard Fire Insurance Company of Hartford, Connecticut, write practically every form of Insurance and Bonding Protection.*



When writing please mention Nation's Business

and to buy when they are high in hopes they will go higher.

Either book is worth reading. We would recommend the first to those who want detailed information and the second to those who would care to read only a hundred pages.

EMPLOYMENT conditions, housing, health and safety, programs for organized training and education, financial incentives and other plans for the benefit of employees are no longer to be considered possible or desirable for large plants alone. A report of the National Industrial Conference Board<sup>2</sup> tells of the extent to which upwards of 4,400 small plants are availing themselves of such opportunities, the relative cost, and the attitude of management of small enterprises toward these activities.

"DOLLARS and Sense"<sup>3</sup> is an answer to "Your Money's Worth" by Stuart Chase and F. J. Schlink. Mr. Carpenter has been a salesman, general manager, president, and is now the chairman of the board of a large manufacturing organization. In light of this, let us quote the first two paragraphs of his book:

We have always thought that upon venturing into print a writer should establish

his standing as an authority. When we study a subject of which we have no intimate knowledge we want to know something of the author's experience before we can accept his opinions as being sound.

Consequently, when, in 1927, a book of the muck-raking type, entitled "Your Money's Worth," made a mild sensation by outrageously maligning business and grossly libeling business men, we naturally made some inquiry as to the authors, so that we might reach some conclusion as to what qualification they possessed to justify their writing on business and business men. We discovered that neither of them had ever faced a pay roll. One was a physicist and the other an accountant.

"THE Mexican Agrarian Revolution"<sup>4</sup> is a publication of the Institute of Economics of the Brookings Institution. It attempts to set forth the facts and reasons of the agrarian upheaval which has taken place in Mexico during the last 18 years.

<sup>2</sup>Industrial Relations Programs in Small Plants. National Industrial Conference Board, Inc., New York. \$1.50.

<sup>3</sup>Dollars and Sense, by Charles A. Carpenter. Doubleday, Doran and Company, Inc., Garden City, N. Y., 1928. \$2.

<sup>4</sup>The Mexican Agrarian Revolution, by Frank Tannenbaum. The Macmillan Company, New York, 1929. \$2.50.

## Recent Books Received

**The Cooperative Pattern in Cotton**, by Robert Hargrove Montgomery. The Macmillan Company, New York, 1929. \$2.50.

A critical study of the post-war agricultural cooperative marketing movement in the South.

**The Farmer's Standard of Living**, by Ellis Lore Kirkpatrick. The Century Company, New York, 1929. \$2.

One of the series of "Century Rural Life Books."

**Correspondencia Comercial en Espanol e Ingles**, (Spanish and English Correspondence), por Venancio Perez y Ricardo Ferer, with a translation by R. B. Caldwell. D. Appleton and Company, New York, 1929. \$3.

An interesting book on correspondence with the Spanish and English examples in parallel columns.

**L'enfant and Washington**, by Elizabeth S. Kite. The Johns Hopkins Press, Baltimore, 1929. \$3.

**Merchandising Packinghouse Products** by E. O. Rhoades. The University of Chicago Press, Chicago, 1929. \$5.

**The Human Factor in Industry**, by E. P. Cathcart. Oxford University Press, 114 Fifth Avenue, New York, 1928. \$1.75.

**Understanding the Stock Market**, by Alliston Cragg. Greenberg, Publisher, New York, 1929. \$2.

**Branch Banking in England**, by Luther A. Harr. University of Pennsylvania Press, Philadelphia, 1929. \$2.50.

**Labor and Internationalism**, by Lewis L. Lorwin. The Macmillan Company, New York, 1929. \$3.

**Practical Office Supervision**, by Glenn L. Gardiner. McGraw-Hill Book Company, New York, 1929. \$3.

**Select Statutes, Documents & Reports Relating to British Banking, 1832-1928**, by T. E. Gregory. Oxford University Press, London, 1929. Two volumes.

**Official Guide to Harvard University**, edited by Stewart Mitchell. Harvard University, Cambridge, 1929. \$2. Sixth edition.

**Is China Mad?** by D'Auxion de Ruffe. Translated from the French by R. T. Peyton-Griffin. Kelly & Walsh, Limited, Shanghai, 1928.

**State Banks and the Federal Reserve System**, by Charles S. Tippetts. D. Van Nostrand Company, New York, 1929. \$4.

**Marine Insurance: Its Principles and Practice**, by William D. Winter. McGraw-Hill Book Company, New York, 1929. \$4. Second edition.



# SHUT OUT

*the most costly intruder*

*Noise Slows up Every  
Activity that Requires  
Thought:— But Noise  
Can Be Controlled*



Main Banking Room, The National Trust Co., Toronto, Ont. Ceiling finished with J-M Sound Control Treatment.

**G**UARDS and watchmen, locks and bolts, can shut out human intruders, but the modern science of Sound Control, as practiced by Johns-Manville, is needed to shut out the commonest, costliest of intruders—*Noise*.

Whether it be the president or the youngest clerk, every member of a bank's staff needs an opportunity to work quietly, to think calmly. Under modern conditions quiet and calm are almost unknown in banking rooms. The noise of conversations, of business machines, of people passing through—the din of street traffic—all combine to create a nerve-destroying, incessant clatter.

### *Excessive Noise Can be Ended*

Johns-Manville Office-quieting Treatment will put an end to excessive noise in any

banking house or office. We make no pretense that we can end all sounds. But the J-M method stops the echoing, reverberation, and bouncing about and accumulation of sound which really constitutes noise. By absorbing sound waves the J-M Treatment produces rooms which are echoless, and in which there is no reverberation and amplification of sound.

Scores of important buildings and other business offices are using the Johns-Manville method successfully. We are the pioneers and originators of practical sound control methods. A Johns-Manville Acoustical Engineer will be glad to inspect your offices without charge or obligation. Write for our free booklet showing facts about the use of the J-M system of sound control.

# Johns-Manville

OFFICE-QUIETING AND SOUND-ABSORBING TREATMENT



JOHNS-MANVILLE CORPORATION  
New York Chicago Cleveland San Francisco Toronto  
{Branches in all large cities}

Please send me a copy of your booklet, "Johns-Manville Sound-absorbing Treatment in Banks and Offices."

Name \_\_\_\_\_

Address \_\_\_\_\_ AC-415



## We Will Give You Reliable Information About Canada



### DEVELOPMENT BRANCH:

For information regarding the mining industry of Canada, the development and supply of industrial raw materials available from resources along the lines

of the Canadian Pacific Railway, consult this branch.

We have an expert staff continuously engaged in research relative to all resources including the examination of mineral deposits. Practical information is available concerning development opportunities, the use of by-products, markets, industrial crops, prospecting and mining.

### BUREAU OF CANADIAN INFORMATION:

The Canadian Pacific Railway, through its Bureau of Canadian Information, will furnish you with the latest reliable information on every phase of industrial and agricultural development in Canada. Our Reference Library, at Montreal, maintains a complete data service covering Natural Resources, Climate, Labor, Transportation, Business Openings, etc., additional data constantly being added to keep it up to date.

### Canadian Pacific Railway Co.

Department of Colonization and Development

J. S. DENNIS, Chief Commissioner

Windsor Station

Montreal, Canada

## Wanted . . .

One of our clients, a well established, financially sound manufacturer with modern woodworking, sheet metal, and paint equipment, has capacity available for additional work.

This manufacturer will consider manufacture only, or manufacture and sale of suitable product. Will also purchase going business if article is suitable to plant and equipment. Plant located in Middle West. For more complete information address: The Procter & Collier Company, Advertising, Cincinnati, Ohio.



140-Page Book of record-keeping forms, filled in to show you their uses. It answers problems of accounting for office, factory and professions. This Free Book describes and illustrates Moore's Security 4-Post Binders, the simplest, easiest handled on the market. To insert or remove sheets takes but a moment. Low in cost—long in life. Moore's Binders are Different.

Write on your business stationery for this Free Book on up-to-date Loose-Leaf equipment

# Free

A great help  
toward simple  
and accurate  
record-keeping

Write for it  
today!

JOHN C. MOORE CORP. Est. 1839

6002 STONE STREET

ROCHESTER, N. Y.

## It's the Buyer Not the Brand That Counts

(Continued from page 44)

with ultimate victory going to the side of the greater resources.

Much the same is true with price wars in retailing. Any store whose position is attacked by a price cutting rival has to adjust its prices accordingly or prepare for a long lonesome season with aisles empty. The public is prosperous but thrifty enough to take full advantage of extreme price reductions. The only thing a merchant can do when he is threatened with cut price competition is to meet the new prices and then beat the other merchant on a service basis. Can he do so if the prices he must ask for his merchandise are arbitrarily set by the manufacturer?

A Pittsburgh soup manufacturer produces a can of vegetable soup which can be retailed at a small profit locally for ten cents. There is a market for the same soup in San Francisco. Shall the manufacturer say what the California retailer

sold for 75 cents a bottle. Sales were small and the buying manager of the group decided to talk things over with the canner. Today the same cherry is put up in a slightly less rich syrup and instead of the expensive hand selection process all the cherries above a certain standard of quality are included. The price was lowered to 25 cents.

The group of stores which sold but a few cases now handles that item by the car load. This is but one case of the retailer setting the specifications of the product. Of course, the more of a mass buyer he is, the better will be his position for such measures.

That is a rather new and rather significant tendency. There is an inevitable competitive element between the mass buyer and the mass seller. Who shall determine the price, both to the retailer and to the ultimate consumer? Who shall determine the exact nature of the product? In the



No matter what goes wrong with merchandise after it is purchased, the retail merchant gets the blame

there shall ask for the can? Or should the merchant have the right to set his own price to allow for transportation and such additional cost factors?

Who sets price, anyhow? I suppose ultimately it lies with the public. Certainly the manufacturer has only a small part in it, actually. The retailer's part is far more important. He is in a better position to tell what the price ought to be and to tell when it should be changed to meet changing conditions.

A group of independently owned stores in the Middle West handled a high grade, carefully selected canned cherry which

end, maker and distributor will have to achieve closer cooperation than is now the case.

In the last analysis, any community is going to have the kind of stores it wants. A merchant simply looks to his customers for direction, instead of looking to Washington for help. He can run a good store, or he can run to the legislature. He can always find a place to buy what he finds his customers want and need. If he knows his customers, he won't need any laws except the simple economic law of meeting a real demand with a good supply of merchandise.



ANNOUNCING  
*The*  
**ERIE LIMITED**

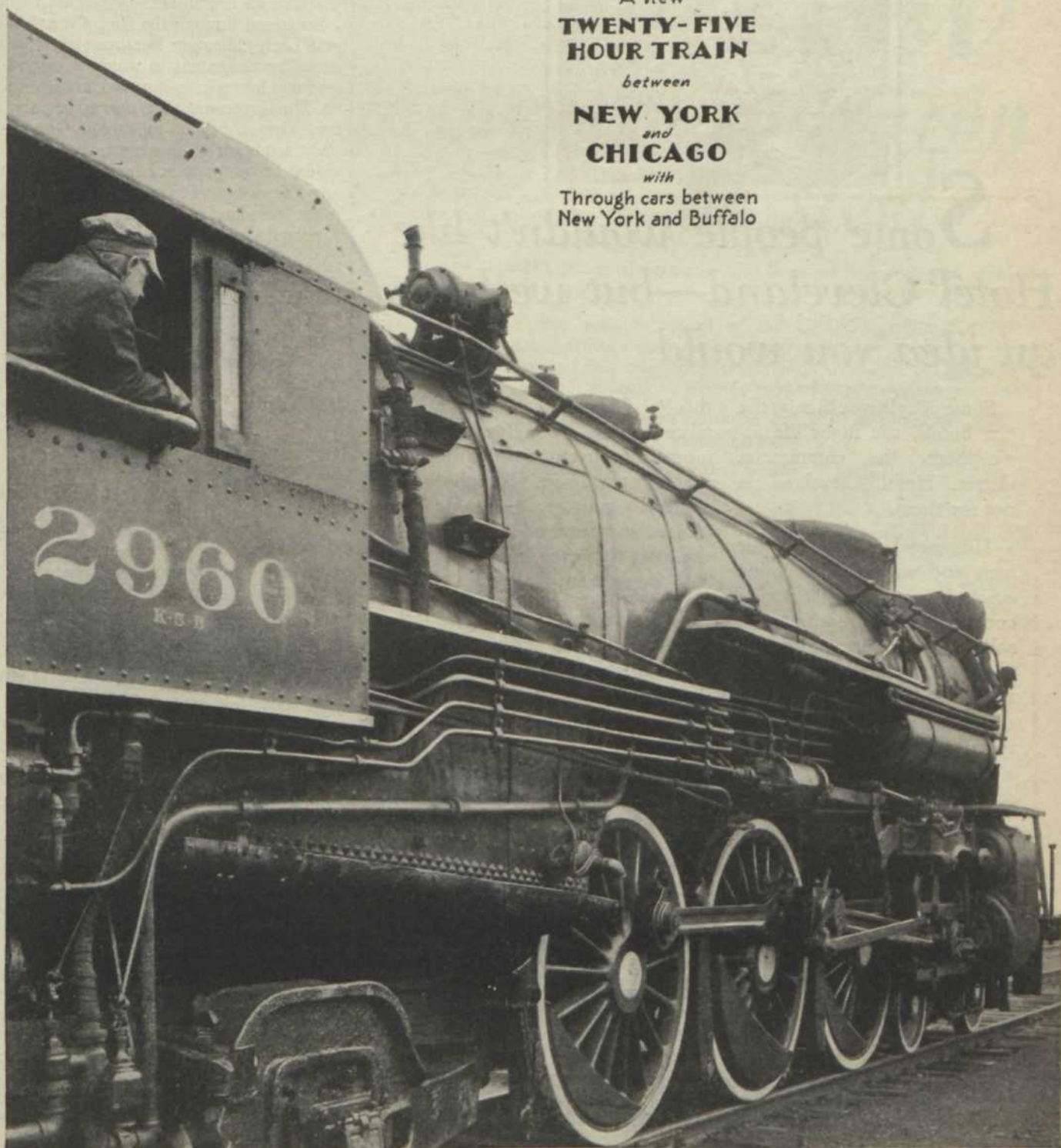
A new  
**TWENTY-FIVE  
HOUR TRAIN**

*between*

**NEW YORK  
*and*  
CHICAGO**

*with*

Through cars between  
New York and Buffalo







## Some people wouldn't like Hotel Cleveland—but we have an idea you would

Some people would miss the jazz bands, the night life atmosphere, the commercial clatter. Hotel Cleveland is not for them.

This hotel is operated for men and women who value quiet luxury, old-fashioned courtesy from those who serve, solid comfort. Furnishings are in as good taste as those of some exclusive club. Bedrooms are as comfortable and restful as the guest rooms of a fine residence. The food is so exceptionally good that

this is Cleveland's favorite place to dine. And from the moment you enter until the moment you leave, you sense a friendly courtesy, a genuine interest in your well-being on the part of everyone from bell-boy to manager.

The fact that you choose Hotel Cleveland means you prefer this sort of hotel, and that says a good deal about you to Clevelanders. In this city it is a distinct asset to say, "I'm staying at Hotel Cleveland."

## Come to Cleveland

—the city that is being re-built and that is buying the material for its building from all the world. The city that added 983 new businesses in 1928. The city that instead of booms and depressions enjoys steady growth and prosperity every month of every year. The city where every index of prosperity and buying power is steadily moving upward. The city that is the buying center for the rich industrial area of northern Ohio.



# HOTEL CLEVELAND

Public square, adjoining Cleveland's vast new Union Station development. 1000 rooms, 150 of them at \$3.

When writing to HOTEL CLEVELAND please mention Nation's Business

## The End of the Oil Racket

By JOHN L. COONTZ

**W**HEN President Hoover announced that no more oil leases would be issued during his administration only legitimate oil operators were expected to be affected.

But now, after several weeks of the new policy, it develops that the hardest hit are not the legitimate exploiters but the fake oil promoters.

Scattered through the files of the General Land Office are hundreds of letters revealing the extent to which these professional fakers have imposed on the public. The Government has no way of knowing, when a permit to exploit Government lands for oil is sought, if the individual or company is honest. Nor has it any knowledge as to whether there is oil in the lease-land sought. The land is there. A permit is asked and granted. What the lessee does with it is his own business. What some have done is shown by letters on file in the Land Office.

"I subscribed for 25 acres of oil land," writes an Army enlisted man, "to be filed upon at \$2 an acre. I have already paid \$10 and will pay \$10 more this pay day. The land is United States Government land."

Another man writes with a growing suspicion that all is not just what it should be between him and the "oil baron" who is going to make him rich.

"My wife and I," he says, "have paid in \$120 and we cannot lose it. As the association claimed the Government had granted it the permit to develop I cannot see why the Government is not liable to refund the money. As it has been some time since the filing, possibly the association has begun operations and, if so, all is well."

### Simple Schemes Often Used

THE simplicity of the schemes advanced to separate the inexperienced from their money is shown by the following example.

A group of oil promoters advertised widely that land from the Government might be had at a small cost, that every American citizen had a right to claim his share and that they—the promoters—would show them—American citizens—how to obtain their natural, national due. They organized associations, which they induced hundred of persons to join.

Interest in these associations was sold at \$2 an acre, not more than 160 acres to any one person. The promoters advertised that the interest holders would have nothing to do except to draw royalties when oil was discovered.



The filing of an oil and gas application for permit for 2,500 acres costs \$32 in fees. The associations under this scheme would make a profit of \$5,088 on each application filed.

Under the law an oil and gas application is certification of a right to prospect on 2,560 acres of the public domain. It is filed in the local land office, accompanied by a description of the land. A permit is the right to prospect resulting from the application. The legal requirement is that drilling be done progressively and within time limits.

### Mutually Profitable Deals

IF OIL is discovered the permittee is entitled to a lease, and he pays the Government royalty from oil produced.

Under this procedure many permits have been issued which have made the permittees wealthy and poured millions of dollars in royalty into the United States Treasury. The Government looks on these as honest transactions, profitable to both the lessee and the Government.

But on the other hand, with the passage of the leasing act in 1920, thousands of leasing applications for prospecting have been filed for land showing no evidence that oil or gas lies beneath its surface.

These applications were filed in many instances, says the Interior Department, "without geological examination and by individuals without financial means of complying with the drilling requirements of the law. They had no special reason to believe that oil was present. Actual development obviously was not their purpose. Apparently the hope was to obtain permits and to hold them until some one had tested land for oil and gas in the vicinity, and then to sell out at a large profit or get a royalty on any oil that might be produced."

The Hoover oil policy stops this form of public fraud. Some 15,000 permits have been cancelled for noncompliance with the law. The permittees as a result have allowed their claims to lapse. Why? Many, no doubt, for legitimate reasons; many for reasons set forth between the lines in a letter to the Department from a well known western mining engineer.

"I found," he writes, "that every available acre of public land within ten miles had been tied up with permits overlapping one another so that in places they were two or three deep. The parties who obtained the permits had no knowledge or experience in oil structures or land, no money or backing or standing to obtain any. Their sole object was to get a permit for a little cash and hope to get a share of the royalties."

To all these boys and the fake oil promoters who work from behind glazed doors over highly polished mahogany desks, the fun is over. Their route to quick wealth has been closed, inadvertently, it is true, but nevertheless effectively.

# Bonderite

HOLDS PAINT TO STEEL

## ... a new protection for iron or steel

THE use of enamel and lacquer on iron and steel is universal.

Today manufacturers of automobiles, office furniture, refrigerators and other metal products subject to hard service and corrosive conditions, find the problem of a suitable protective primer base of paramount importance.

This primer base must be quick in application, low in cost, permanent and efficient.

Bonderite is a chemical primer which fills all these requirements to a remarkable degree. It is a Parker product and like all Parker products it is the culmination of exhaustive laboratory and shop experience in solving definite rust-proofing and metal finishing problems.

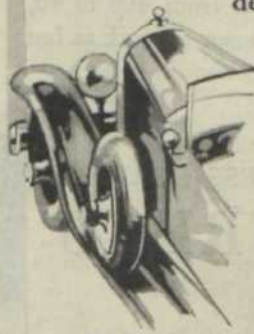
Bonderizing is accomplished by immersing the metal in a processing tank containing a solution of Bonderite powder and boiling water. The result is a quick conversion of the surface of the metal to a coating which is a part of the metal itself but unlike metal is sufficiently absorbent to insure permanent cohesion with the applied finish.

Paints are intended to beautify and protect—the Bonderite primer coating gives stability to these outer coatings.

The Bonderite coating is opaque, uniform in color and covering qualities, so that exact duplication of color effects is assured.

Any manufacturer can equip to apply Bonderizing by installing a processing tank of proper size to handle his production. It may be used by the large or small producer with equally good results and comparative economy.

Send for your copy of "Bonderite and Enamel" and get the complete story



BONDERIZED Fenders hold the Enamel and therefore do not RUST

PARKER RUST-PROOF COMPANY  
2179 Milwaukee Ave. Detroit, Michigan

# A PARKER PRODUCT

When writing to PARKER RUST-PROOF COMPANY please mention Nation's Business



## THE UNFORTUNATE INCIDENT OF THE MISSING LETTER



# AND THEN HE BOUGHT A FOOL-PROOF FILE

**FILE-FUMBLING IS OUT.** No longer need you waste precious minutes waiting for tardy information. No longer need your employees play catch-as-catch-can with mysterious, all-concealing files.

Remington Rand holds that a filing system isn't worth floor space unless it delivers *fast*, offsets mis-filing, and is so simple that *anyone* can find what he wants . . . when he wants it.

In a few brief moments, a Remington

Rand specialist can point out to you the miracles of speed and simplicity that modern filing equipment can work for you.

He will show you, for instance, how the Space-Saver Cabinet puts five drawers in the space of four. He will explain how Library Bureau's automatic method of filing cuts down alphabetic divisions from 400 to 40, and enables the fingers to work as fast as the eyes.

He will demonstrate how Flexi-File avoids tight squeezes, and keeps folders upright. He will tell you about the Indexing Service, which can install a system in your office without interrupting your routine.

His advice will be impartial, for Remington Rand is a clearing house for the best office equipment of the day. Call the nearest direct-selling branch, or write Remington Rand Business Service, Buffalo, N. Y.



Here, gentlemen, is the best built filing cabinet in America.

## REMINGTON RAND BUSINESS SERVICE LIBRARY BUREAU

REMINGTON - KARDEX  
SAFE-CABINET - POWERS

BAKER-VAWTER  
KALAMAZOO - DALTON



Here is the QUICK DELIVERY automatic file, which cuts alphabetic divisions from 400 to 40.

When writing to REMINGTON RAND BUSINESS SERVICE please mention Nation's Business



# THE PATTERN OF COMMERCE



AS SEEN BY

Raymond Willoughby



**S**PRING styles in mergers indicate that larger and larger units probably will be increasingly fashionable among young and old business houses. One-third of the 125 consolidations and acquisitions reported by the financial press in the first quarter of the year involve assets of more than twelve billion dollars.

The merger is no novelty, as the Irving Trust Company of New York takes occasion to point out in one of its advertisements, for they were quite characteristic of the closing decade of the last century and of the first decade of the present century. Many consolidations of the earlier period were disappointing. A study of 35 large mergers effected before 1903 revealed that only 13 showed average earnings in the following ten years in excess of the previous combined earnings of the individual units.

But though mergers and rumors of mergers are not new, business seems to be developing a new etiquette in the manner of their proposal and acknowledgment.



There are signs that social usage is being invoked for the terms of confirmation or denial. One bank actually sent out a press release stating that its president "while refusing to confirm rumors of an impending merger" admitted that his concern was being wooed by several powerful banking groups. This example should help to show what to do when a business is more merged against than merging.

THAT aviation was growing up every one knew, yet the public found an inviting substance of surprise in discovering that the exhibits at the Second All-American Aircraft Show filled Detroit's convention hall to capacity and overflowed into hotel lobbies, city squares and parks, and into the numerous airports about the city.

One hundred and four types of aircraft were displayed in the hall. Sixteen producers exhibited planes not on the market a year ago.

The models ranged in size from the ponderous Fokker Pullman-compartment type designed for night travel to the tiny Heath bullet single-seater monoplane powered with a two-cylinder motor. Monoplane design was strongly marked as a tendency. Small sport planes were numerous enough to define the immediate expectation of a market to be constituted of plane users who will buy and fly their own.

RETAIL business gravitates from one city to another with striking consistency in accordance with a definite law of retail gravitation. So says Dr. William J. Reilly, director of market studies at the University of Texas. This "law" is the result of two years' study of "relativity in retailing." Every city and town in the state is represented in the doctor's examination of sales and in the house-to-house interviews to learn the buying habits of consumers.

In the simplest terms, as reduced by Dr. Reilly, the law may be expressed as follows:

Under normal conditions two cities draw retail trade from a smaller intermediate city or town in direct proportion to some power of the population of these two larger cities and in an inverse proportion to some power of the distance of each of the larger cities from the smaller intermediate city.

In any particular case, the coefficients used in connection with population or distance are dependent upon the particular combination of retail circumstances involved in that case. Typically, however, two cities draw trade from a smaller intermediate city or town approximately in direct proportion to the first power of the population of these two larger cities and in an inverse proportion to the square of the distance of each of the larger cities from the smaller intermediate city.

The law is complicated with coefficients, and the retailer may not be a mathematician, as Dr. Reilly fears, but it is a comfort none the less. For no longer need the bedeviled retailer worry about the cause of a loss of business. Now, when trade begins to slump, he will know that an inex-

orable law is at work. Old Retail Gravitation is pulling his customers away. And yet . . . a man determined to stay in business probably would be bold enough to defy this law. Such a man would temper the gravity of his situation by developing his personal magnetism.

SO spectacular have been the exploits of the airplane that the development of the Zeppelin type of airship have almost es-



caped public notice. The fact that the Goodyear Company has a contract to build two airships of 6,500,000 cubic feet capacity for the United States Navy is evidence of an invested faith in the practicability of the type, but the commercial significance of the improvements made in the last four or five years is not readily apparent to the lay mind.

As for the commercial usefulness of this new form of transportation, P. W. Litchfield, president of the Goodyear Company, believes that the improvement of the new form of transportation will multiply the speed of overseas travel approximately three times. In an address before the Bond Club of New York Mr. Litchfield indicated several developments calculated to make airship travel practical and safe.

"First," he said, "is the development of radio, which makes the navigation of these ships safe by providing constant knowledge of what is going on through radio communication. The second is our development of helium, which makes them safe.

"Then there is the invention of duraluminum, a combination alloy of aluminum, which is very strong and very light, coupled with the development of the lightweight gasoline engine giving more and more power per pound, and those two things have made it possible to get a structure of a ship to raise itself in the air and still have a great carrying capacity.

"Fourth is the ability to recover the



Inside the Holland Tunnel under the Hudson River.

The Presbyterian Hospital, New York City.



The New York Life Building, New York City.

The George A. Posey Tube, linking Oakland and Alameda, Cal.

## Four Classics of Ventilating Science ... and initiative!

... The Holland Tunnel with its specially built giant fans handling 1400 tons of air per minute;

... The Presbyterian Hospital, New York, one of the most modern—and exacting—heating and ventilating achievements. 369,000 cubic feet of outdoor air, properly tempered, supplied every minute;

... The New York Life Building where one million cubic feet of air is supplied every minute to an army of workers;

... The George A. Posey Tube

linking Oakland and Alameda, California,—flooded with 80 tons of pure air every minute—unfailingly!

It is significant that Sturtevant equipment was the choice of the Architects and Engineers for all of these striking examples of American constructional genius ... But the reason that the name "Sturtevant" is linked with these great enterprises is because of the superior operating characteristics of Sturtevant ventilating equipment!



B. F. STURTEVANT COMPANY, Hyde Park, BOSTON, MASS.

Plants at: Berkeley, Cal. • Camden, N. J. • Framingham, Mass. • Galt, Ontario  
Hyde Park, Mass. • Sturtevant, Wis.

Canadian Representative: Kipp Kelly, Ltd., Winnipeg

Offices in Principal Cities



# Sturtevant

HEATING-VENTILATING AND  
POWER PLANT EQUIPMENT



When writing to B. F. STURTEVANT COMPANY please mention Nation's Business

condensed gases from the fuel consumption by mixing with air and forming water, and taking it back as ballast for the ship. All these things have been developed within the last five years."

DRUG stores are as vulnerable to the ills of business as physicians are to mortal ills if a report from Buffalo is taken at its face value. Of the 168 independent retail stores operated in 1918 only 82, or about 50 per cent, were in business in 1927. In the same period the 1,459 inde-



pendent grocery stores declined to 242. These figures were compiled by the Bureau of Business and Social Research of the University of Buffalo. The Bureau's discovery that 24.6 per cent of the drug stores did not continue beyond the first year seems to indicate that the hazards of business life are greatest at the beginning.

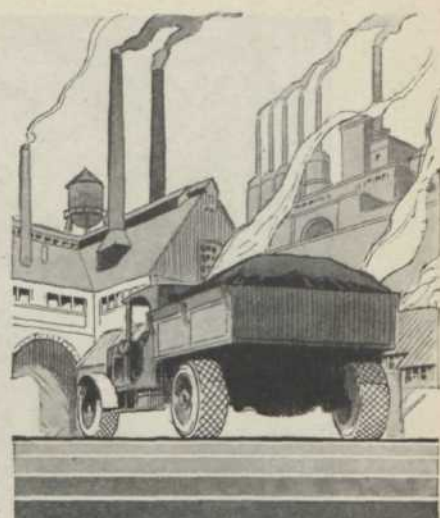
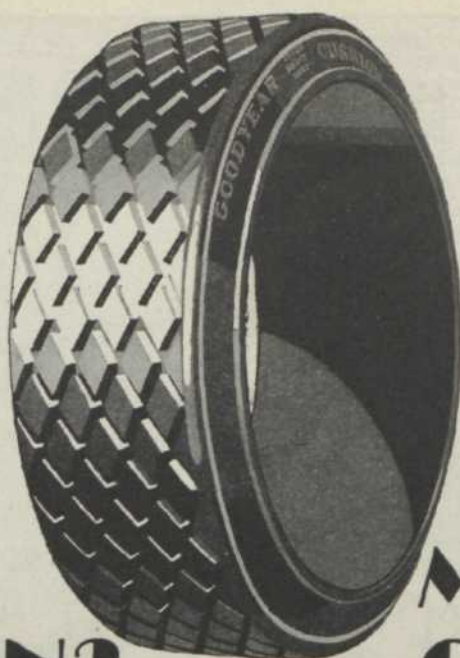
IT WOULD be unreasonable to expect that all the persons who view the all-American exhibition of sculpture at San Francisco this Summer will ponder the relation of art to business. True, the showing of 1,300 representative works of contemporary American sculptors is important in its own character. Even so, it requires no labored consideration to discover the effect of art on the design of articles in quantity production. The automobile is a commonplace example. Industry developed the mechanism, but art is providing the beauty and fineness of the lines. Perhaps the lesson to be read from textile design is just as familiar.

On the motor routes evidence of the vital relationship between art and business is also accumulating. It is readily apparent that within the last two years the architecture of filling stations and lunch stands has revealed a notable improvement. Movie palaces provide modern versions of the glory that was Greece. Even bathing beach buildings have responded to the touch of the classic with facades.

Too many real estate developments still deserve the odium of being "arty." But the decline of the "false front" in small town business buildings is a hopeful sign of the times.

It is becoming everywhere apparent that the ornate as well as the ramshackle has been condemned by an enlightened public taste. The encouraging thing is that our people are learning to appreciate art and to make it a necessity of life rather than a luxury.





## **SPEED? TRACTION?**

What combination  
lowest ton

Goodyear recognizes that tires must perform under widely different conditions. Each fleet operation presents its own particular problems—calling for its particular types of tires. So the new Goodyear line contains tires specialized to meet every condition of road, load and speed. New toughness in tread compounds—new liveliness in rubber—new tractive power in the famous

*The Greatest*



## **MILEAGE? CUSHION?**

gives you the  
mile cost?

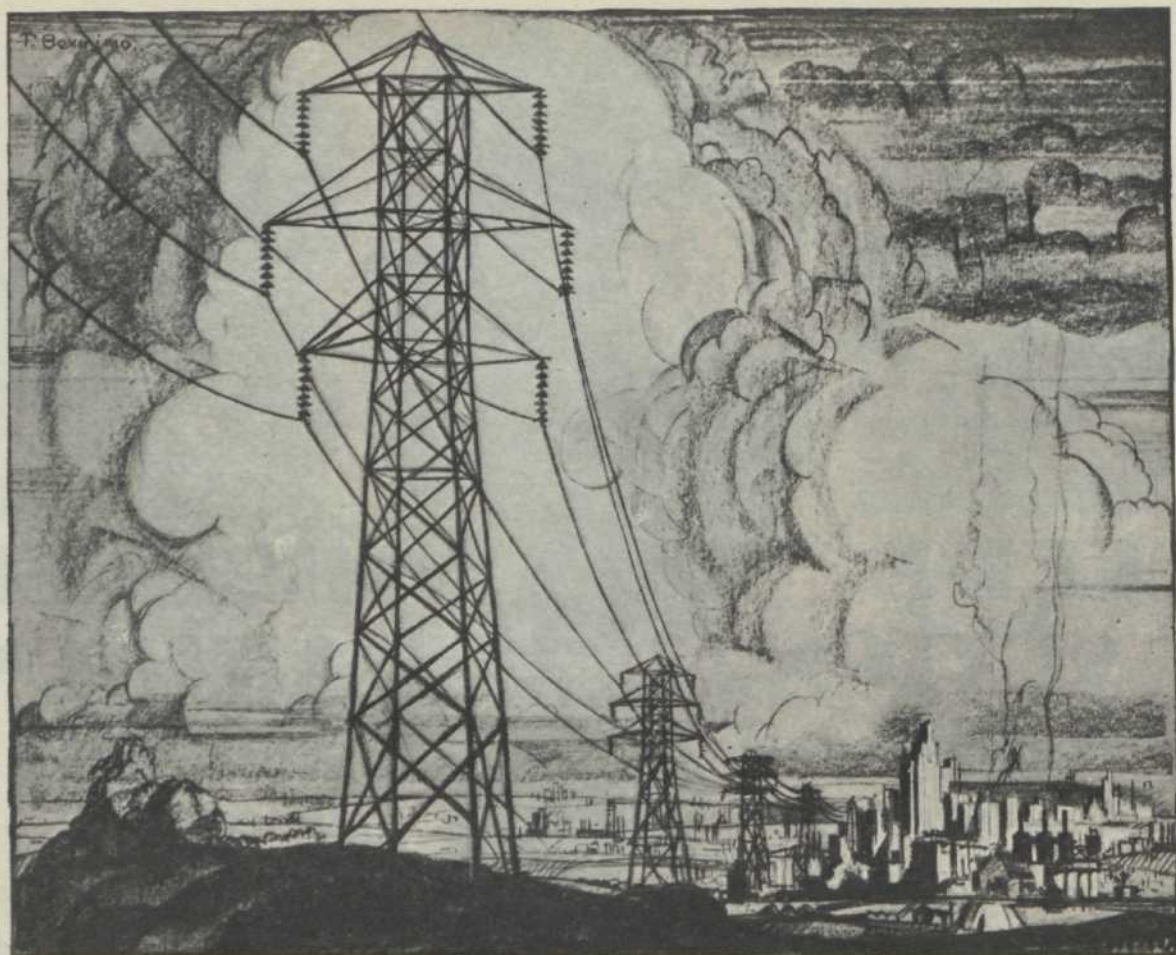
All-Weather tread—new vitality in pneumatic tires—many such improvements have been embodied in the *right* tires for every hauling need.

These new Goodyears—pneumatics, cushions, super-cushions, solids—are ready for you at Goodyear Truck Tire Service Station Dealers, together with expert recommendations for applying the proper tire to your job.

*Name in Rubber*

# **GOODYEAR**





## ELECTRICITY—*the life blood* of America's industrial expansion

**E**LECTRICITY is steadily remaking American industry in terms of faster, better, more accurate, and more economical production.

New and more effective uses for this great force are being developed continually, and the greatest benefits have come to industrialists who follow these developments closely.

It is also significant that the electrification of industry, already 70 per cent complete, has made its greatest progress in the plants whose policies are guided by accurate cost-accounting methods—and that these plants have grown and prospered.



This monogram is on many of the latest electrical installations that are setting new production records in industry. It also appears on conveniences for the home. General Electric engineers will be glad to keep you informed as to electrical developments and to help you solve any problem in the application of electricity.

JOIN US IN THE GENERAL ELECTRIC HOUR, BROADCAST EVERY SATURDAY AT 8 P.M., E.S.T. ON A NATION-WIDE N.B.C. CHAIN

# GENERAL ELECTRIC





The new "dog team" of the North has advanced the country 50 years

# The Musher Goes by Plane

JAMES MONTAGNES

**R**IDING the Arctic winds over 1,000 miles of frozen land and water, Christmas came to Port Harrison, an isolated outpost huddled on the eastern shore of Hudson Bay.

There, on the stark curve of the Arctic Circle, two airplanes came skiing to a stop, bringing presents and Christmas food to the workers of the Northern Aerial Minerals Exploration, Limited, a mining company. It was Santa Claus' first visit by air to the Far North, but, even so, those planes, droning along in the dull winter skies, caused no astonishment among the Eskimos who watched their passing. The plane is not new in the North.

For three years air travel has been conquering the hardships and mysteries of the frozen land, lessening its distances and its difficulties. One of the first air transport companies on this continent to operate with considerable profit was the Western Canada Airways of Winnipeg, which now has 40 planes and operates passenger, mail and freight schedules in northern Saskatchewan, Manitoba and Ontario.

All across the broad, lonesome land the pilot's call of "contact" is replacing the dog driver's "mush on," and the development of minerals and resources has jumped ahead 50 years.

Those planes that roared out of La Pas for Port Harrison last Christmas accomplished in ten hours a journey that would have taken a month of tedious and frost-bitten sledging. They cut 500 miles from the shortest practicable land route.

The company which sent them on this cheerful flight has used planes and boats to cache in the Northland 50,000 gallons of gasoline and enough food to last for two years. In less than five months 25 caches were located by air and built. In

many cases the supplies were transported by plane to the caches, which spread over a territory extending from the eastern shore of the Hudson Bay to the towering Rockies of upper British Columbia and the northwest territories. This task, it has been calculated, would have required five years to accomplish without planes.

The airplane came to the North in the Winter of 1925-26, when news of a gold strike in northern Ontario brought thousands of eager prospectors tumbling into



The first airline to make a profit on this continent brought snow-bound villages like this in touch with civilization





## The Safe-Guard Defies the Check-Alterers

Keeps you from paying any part of the \$300,000,000 unfair annual penalty on business



**M**ORE than 90 per cent of business is now done by means of checks. This faith of business people in each other opens the way to a great variety of check frauds. In a recent discussion among a group of banking men, it was set forth that check frauds amount to \$300,000,000 a year—a terrific penalty on honest business.

Lock the stable before the horse is stolen. Observe a few simple precautions and avoid losses and law-suits over manipulated checks.

### The Instant Safe-Guard Check Writer

is the result of 15 years' development and improvement. As speedy in its operation as it is safe. With one stroke it imprints the proper amount in big indelible figures and macerates payee's name—giving double protection. The use of the Instant Safe-Guard makes check-changing so difficult that the deft-fingered gentry are discouraged.

We show our faith by providing every purchaser with a \$10,000 special Check Alteration and Forgery Policy, issued by the Royal Indemnity Company.

May we furnish further details about

the protecting of your checks and the exclusive features of the Instant Safe-Guard?

Safe-Guard Check Writer Corp.  
Lansdale, Pennsylvania

Safe-Guard Check Writer Corporation  
Lansdale, Pa.

You may supply further information about your Instant Safe-Guard Check Writer.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

N. B. 6-29

Hudson and Sioux Lookout, the two railroad stops nearest the new gold fields. With these prospectors came men with vision and a spirit of adventure, bringing what airplanes they could procure.

The weather ranged from 10 to 30 degrees below zero and the men who milled about those Far North railway villages faced a 12-day mush to the gold fields. The aviators charged \$200 a passenger and \$1 a pound for luggage to make that trip, and by plane it took less than two hours. Business was good. One man is said to have paid \$1,000 for a plane to come in and bring him out so he could save 12 days in getting his strike financed.

This crude beginning showed the possibilities of the airplane in the North. Today, although commercial flying in the more settled districts of the Dominion is progressing slowly, the finest planes may be found in the sparsely developed sections. Dog teams, canoes with outboard motors, and snow tractors are still in general use but the airplane is gradually becoming the pack animal of the North. With it prospectors, engineers, and financiers are transporting men, supplies, and machinery to otherwise inaccessible places.

### Air Map Is Proving Best

THE Canadian Government became interested two years ago and sent seven planes to the Hudson Straits for a year's study of ice and weather conditions. Now it is mapping all the North country from the air. Huge sections can be covered in this way and features which would not come out on maps made from the ground are shown in the aerial photographs.

The map-making has progressed from the Northwest Territories down through northern Manitoba and northern Ontario to the maritime provinces. The work took one season. Earlier, when this same section was mapped on foot, it took five years to complete the note making alone, and the aerial maps show rock formations, waterpower resources, timber tracts and countless lakes that did not appear in the maps made from the ground.

Moreover, the complaint that air travel is expensive is seldom heard in the North. The rate, now somewhat standardized, averages from \$1 to \$1.50 a mile for chartered planes and between 25 and 75 cents for single passengers, but in a country where the freeze-up and the thaw-out make traveling impossible, time is money.

Time and again it is shown by actual circumstances that the airplane is the cheapest means of transportation, not only because it saves time but because it saves the cost of outfitting ground expeditions that must be equipped to spend days or weeks on the road.

Not only is the airplane opening the North far ahead of schedule—it is making possible the discovery and development of resources that might otherwise never have been found.

**The Safe Punch**  
Speediest  
and Strongest!

Fingers holding papers are safe! Handle of ACCO PUNCH does not touch hand. Steel dies cut holes with only a slight pressure of fingers.

ACCO PUNCHES never rust, break or need servicing of any sort—the safest, speediest and strongest you can buy. For all standard loose leaf gauges and holes. Unconditionally guaranteed.

Write for circular, giving dealer's name

AMERICAN CLIP CO.  
Long Island City, N. Y.

**ACCO PUNCHES**

**WING**  
FEATHERWEIGHT  
**UNIT HEATERS**

Don't Wait for Winter

Investigate Now

1. Air heated directly overhead and delivered vertically downward—with uniform coverage of floor area.
2. Plant heats at once in mornings.
3. Low cost installation. Roof needs no reinforcement.
4. Units independent. Switch or thermostatic control.
5. Floor and walls free of heating equipment.

Write for this interesting booklet today

L. J. WING MFG. CO.  
Dept. 6 55 Seventh Avenue New York City





# Keeps you on the SAFEST COURSE

*Day in and day out — this method keeps you posted on the vital facts and figures of your business*

THERE are times when it is favorable for a business to expand. There are times when it is often more prudent to retrench. Either course depends on vital facts and figures on which the operations of your business should always be based.

If your figures are up-to-date, accurate decisions can be made... but when decisions are based on figures that are days and weeks behind your present status, the dangers of error and corresponding losses are increased.

With Elliott-Fisher you know every day exactly where your business stood the day before—week in and week out, month in and month out. No guesswork or estimates. Elliott-Fisher posts all the essential figures for your guidance right up-to-date *every day*, and brings to your desk every morning at nine a simple, concise report.

Inventories, orders, sales billed, bank balances, shipments, accounts receivable and payable—all are posted every day and compared with the totals for the same day a week back, a month back, and a year back.

Without adding a man to your payroll or in any way disturbing your present accounting routine, Elliott-Fisher summarizes every department's performance into a single unified report. Hundreds of business firms that are distinguished by their efficient management use the Elliott-Fisher method of control.

We have an interesting story to tell you. Your name and address on the coupon below will bring more complete information about Elliott-Fisher fact-finding machinery.



## Elliott-Fisher

Flat Surface Accounting-Writing Machines

**GENERAL OFFICE EQUIPMENT CORPORATION**

*Division of Underwood Elliott Fisher Company*

**342 Madison Avenue, New York City**

*"Underwood, Elliott-Fisher, Sundstrand, Speed the World's Business"*

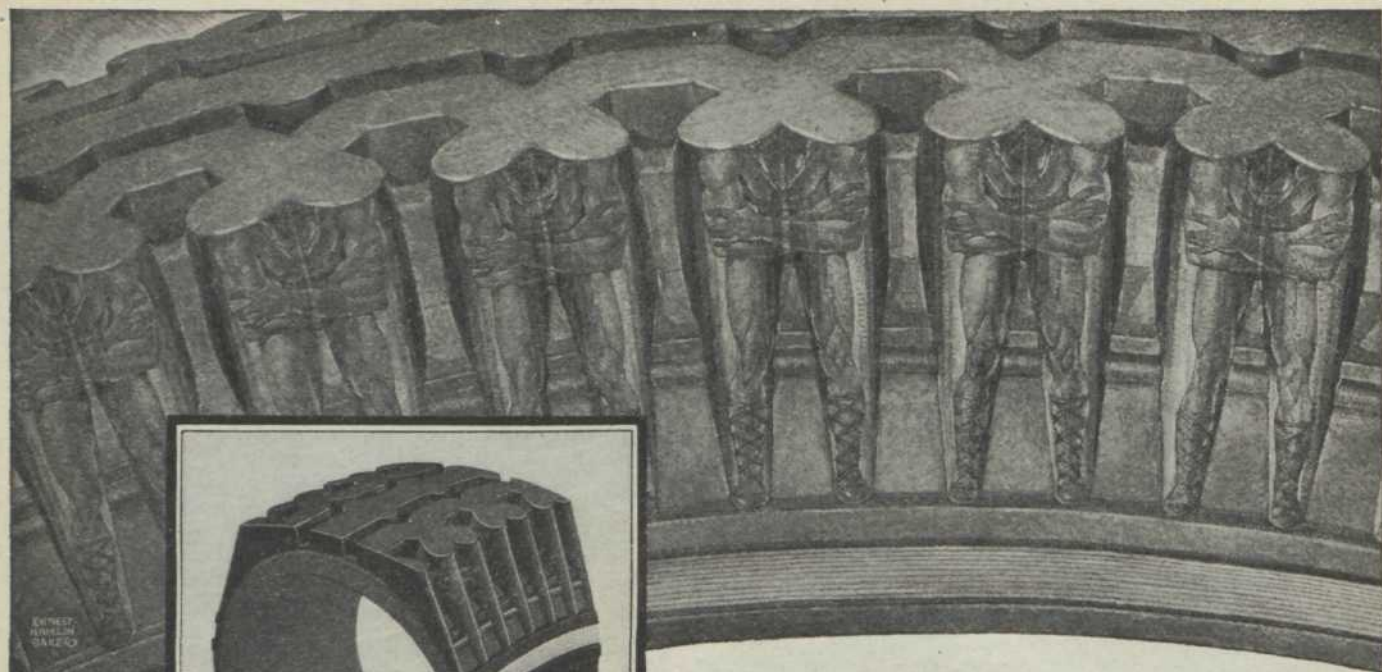
General Office Equipment Corporation  
342 Madison Avenue, New York City

Gentlemen: Kindly tell me how Elliott-Fisher can give me closer control of my business.

Name \_\_\_\_\_

Address \_\_\_\_\_





## Putting 252 Shoulders to the Wheel

BOUNCE a weight on a strong man's shoulders. How does he take the shock? By flexing the knees. That's the theory of the Mohawk Flat Tread Special Balloon. 252 broad shoulders take the brunt of the blows. 252 massive buttresses carry the shocks to the "knees" of the tire—the 6-ply walls that are built for flexing. This scientifically correct tire grips the road, spreads the load, saves the tread, absorbs the shocks . . . requires 15% lower air pressure, which immensely increases traction and riding ease. Look for the buttressed shoulders, the distinguishing mark of a distinguished tire.

Featured by Quality Tire Dealers Everywhere

# MOHAWKS *GO Farther!*

THE MOHAWK RUBBER COMPANY . . . AKRON, OHIO

*For Sixteen Years Makers of Fine Tires*

When buying MOHAWK TIRES please mention Nation's Business to the dealer





EWING-GALLOWAY, N. Y.

The United States  
Treasury

# Looking On in Washington

... "My business in this state  
Made me a looker on here in Vienna."  
—Vincentio in *"Measure for Measure."*

**T**HIS is an earnest and timely Administration. Work begins at 7:10 a. m. At that moment the "medicine ball cabinet" convenes. Or, rather, at that moment the President makes his appearance in the basement of the White House among the members of the "medicine ball cabinet" which already has dutifully and expectantly come into convocation. Out of the basement it at once departs to deeds of energetic violence on the White House back yard greensward.

The President, it is surmised, can roll out of bed, hurtle into clothes and drop downstairs in five minutes. An old mining acquaintance of his, encountered in Arizona by newspaper correspondents on the Hoover campaign train last year, said:

"I always thought Hoover was destined to great things. I used to spend nights with him on mining explorations in the open air. He could roll out of his blankets into his clothes in one motion."

Assuming that the President retains that old facility, we may tentatively today fix his last daily moment in bed as expiring at 7:05.

With his coadjutors in matutinal exercise the case is sadder. To reach the White

House by a respectful margin before 7:10, they must arise in their several and distant homes at least 40 minutes before it becomes their privilege to take their morning medicine like men.

Six-thirty may therefore be put down as the standardized and simplified rising-time of completely cooperative Hooverites like Secretary of the Interior Wilbur, Justice Stone, Secretary of Agriculture Hyde, Attorney General Mitchell, Assistant Secretary of War Hurley, Assistant Secretary of the Navy Jahneke, Secretary Richey, Doctor Boone, and Historian Sullivan.

It leads on to a long, long day.

AT FIVE-THIRTY in the afternoon, in the executive wing of the White House, in the office of Secretary George Akerson, a wistful scene is customarily enacted. The windows of Mr. Akerson's office give toward the Washington Monument, toward the Potomac, toward the

Virginia hills. Mr. Akerson rises from his desk and stares through one of these windows and then through the other. Through each of them he perceives, far away, the same scene. Dogwood blossoms are white. Judas-tree branches are carmine and magenta together. Wistaria tendrils are purple. Mr. Akerson, bulky, burly, rosy, eupeptic, optimistic, impervious to mischances and catastrophes, confident of happy outcomes, snubbing the worst into oblivion and adding a glow of his own to the glow of the best, would like to emerge into Virginia and smile where Nature smiles. He could teach smiling to the May sunshine.

It goes without the instruction which would perfect it. Mr. Hoover, in his adjoining circular room, is still at his desk. Mr. Akerson, in his oblong room, remains at his windows. From time to time he answers a summons to Mr. Hoover's room. Mr. Hoover rebukes him for staying at work so late. Mr. Akerson returns to his windows and stays.

Mr. Hoover also rebukes Secretary Lawrence Richey for staying so late. He also rebukes Secretary Walter Newton for staying so late. He also rebukes Reader-in-Chief French Strother for staying



JOHN HANCOCK SERIES

## When Earnings End

### Let Income Begin

IT takes a very small percentage of present earnings to provide for a future income.

The Annuity is a safe and simple way to pension yourself on retirement. It guarantees a greater return with safety than any other form of investment—and guarantees it as long as you live.

Send for your free copy of "Life Incomes Through Annuities."

INQUIRY BUREAU



197 Clarendon St. Boston, Mass.

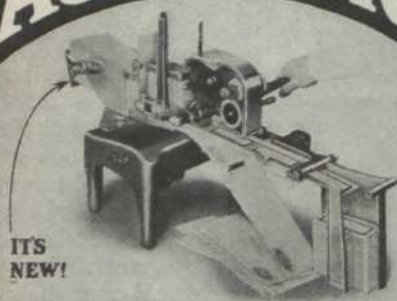
Please send booklet, "Life Incomes Through Annuities."

Name.....

Address.....

N.B.—OVER SIXTY-FIVE YEARS IN BUSINESS

## AUTOMATIC

IT'S  
NEW!

NO more slow hand-feeding of envelopes into an addressing machine one by one! — Get a demonstration of this wonderful new popular-priced addresser. — It automatically feeds envelopes into itself as fast as you can turn the crank.

### DOES A DAY'S WORK IN 5 MINUTES

Four times faster than other addressing machines of similar size and price.

For complete information and a FREE BOOK on Direct-Mail Advertising, pin this ad. to your business letterhead and mail to us.

ELLIOTT

ADDRESSING MACHINE CO.

144 Albany St., Cambridge, Mass.

REPRINTS of any article in this issue may be had on request, at cost. Address Nation's Business, Washington

so late. They stay. It is not believed that all of them get well rubbed by an athletic trainer when at last, toward six o'clock, they take the rest of the afternoon off. The President, however, it is believed, does. He proceeds from his desk to relaxed muscular exercises imposed upon him by a high professor of rubbing and mauling. He then is fresh and eager for more work and more visitations. He has been receiving visitors, off and on, all day. He is a glutton for them also in the evening.

THE PRESIDENT, it is said, asked the State Department the other day why we had no Minister to Afghanistan. The State Department, it is said, replied informally and a bit lightly that numerous armies of soldiers and numerous troops of brigands in the neighborhood of Kabul would probably gravely shorten the career of any Minister to Afghanistan.

"Ah," said the President, it is said, "let's leave the question open. I have quite a few visitors who would make splendid successive Ministers to Afghanistan."

THE PRESIDENT has a great reputation for recoiling from other people. Commentators never weary of speaking of his shyness. They love to dwell upon his uneasiness and his embarrassment in the deadly rapid-fire intimacies of tea table small talk. They thus have built up for him a considerable standing as a hermit.

It becomes clear, however, that the handicap thus granted to him in the social game by the Journalistic Board of Governors of the Federal Village should be much modified and reduced. The President is a hermit who refuses to be alone. He is a recluse with a passion for society. He is a solitary who is gregarious. He invites people in for breakfast. He sees them in his office all the morning long till lunch. He invites them in for lunch. He sees them—more casually and familiarly and without appointment—on his own impulse—through much of the afternoon. He then invites them in to dinner and spends the evening—virtually every evening—in chat with them. It is calculated by the wags that in four years he will have seen enough people to be a majority in 1932.

WHEN, THEN, is he alone? When does he refresh his soul with self-communion? When does he read? That is simple. It marks the limit, however, beyond which not even our most accomplished Hooverites have gone in imitation of their Chief. None of them, so far as is known, has taken to reading from two a. m. to four a. m. None of them, so far as is known, goes to sleep shortly after ten, wakes up at about two, spends two hours on books, and then resumes sleeping till the gong

sounds for stepping into the medicine ball ring. Those two hours of nocturnal reading give the President an enormous advantage over his normal fellowman. It is cheerfully conceded to him. Even the most eager Hooverites would not care to be honored by membership in a "reading cabinet" which would convene at two and adjourn at four.

THE PRESIDENT'S ablest visitor so far has been Senator Goff of West Virginia. Approaching the President's desk, he said,

"Mr. President, I have six topics I wish to take up with you."

Then, reaching into his inside coat pocket and drawing it out again with pieces of paper in it, he said,

"Here are six pieces of paper. Each of them contains my views on one of the six topics. I place these six pieces of paper here on your desk."

Then he said,

"I have the honor, Mr. President, to wish you good morning."

HIGH HOOVERITES differ in their policies toward foreign soil. Two of them were dining at a legation the other night. One of them waved the butler, with his bottles, firmly by.

The other inquired: "Am I, legally, on foreign soil?"

"You are," was the answer.

"Pour on," said he.

He certainly was within the principle of "law enforcement." So are Supreme Court judges who are scrupulously dry in Washington and earnestly wet in Paris.

THE WET-LIVING dry is being rapidly overtaken in Washington by the dry-living wet. Few of the men who are close to the President took any part in enacting the Eighteenth Amendment. Many of them are wet in principle. Virtually all of them are dry in practice. They are for obedience to law. They are the new "dry wets." They cordially detest the old "wet dries." At a late supper buffet table the other night a "wet dry," who has voted for every dry measure in Washington for 20 years, was availing himself liberally of the supply of champagne. A new "dry wet," standing aridly and angrily by him, said:

"You believe in dryness, and I believe in wetness. You've made me be sober, and you're lit. I hope the best that happens to you is that you wake up in a dry cell."

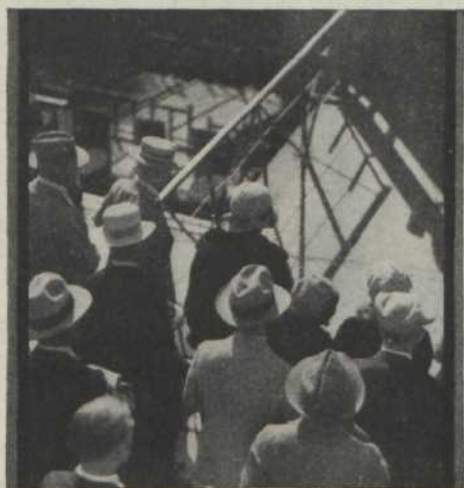
THIS WRITER could name at least 15 eminent private houses in Washington that were wet a year ago and are dry now. In weeping and punning memory of "Pommery Sec" and other "dry" cham-



# SAN FRANCISCO



## America's coolest summer city



Summer and winter the cool, bracing air of San Francisco allows workers to produce at top speed, healthfully and happily.

It is cool to-day in San Francisco and will be all summer. Labor is producing at the same rate of speed that it does at all other seasons. The average summer temperature is 59°. Yet it is mild in winter. The mean average temperature varies but 6°, summer and winter. No snow loads. No frozen pipes.

The climate is conducive to all-year, outdoor recreation. And the dollar represents more in commodity purchasing power in San Francisco than in any other large city.

It is the central city, too, serving the Pacific Coast market more cheaply and quickly than any other city.

11,000,000 people live west of the Rockies. 1,500,000 consumers of greater than average per capita wealth live within an hour's radius of the city.

Bordering on the Pacific Ocean is the largest potential market in the world.

900,000,000 people are developing modern wants and seeking modern products. Here will be the scene of the world's most dramatic business development in the not far-distant future. San Francisco Bay, the value of whose water-borne tonnage exceeds that of all but one United States harbor, is the natural gateway to these new markets around the Pacific.

Thus basic facts support business and industrial leaders in selecting San Francisco as headquarters city for their Pacific Coast operations. Additional facts of equal interest, both about San Francisco industrially and San Francisco, central city of a

glorious vacationland, have been published in two new books which will be sent to business executives with the compliments of San Francisco's citizens and institutions.



**AVERAGE  
SUMMER**



**TEMPERATURE**  
**59°**

CALIFORNIANS INC.

Dept. 1306, 703 Market Street, San Francisco  
You may send the free books, "California Vacations" and "Why Manufacturers Choose San Francisco", to:

Name \_\_\_\_\_

Address \_\_\_\_\_

When writing to CALIFORNIANS INC. please mention Nation's Business

IN  
CALIFORNIA

"WHERE LIFE IS BETTER"





## Turn Raw Materials into Profitable Dollars at New Orleans . . . . .

Arthur D. Little, the famous industrial chemist, says: "Few places in the world are better fitted to serve as a center of chemical industries than Louisiana"—for here are found the largest natural gas reserves in the United States; immense salt deposits of 99.8% purity; a large production of petroleum oil; considerable deposits of sulphur, gypsum, clay, shell, sand, building stone, and lignite; naval stores in quantity; molasses and wood for alcohols and other derivatives; and a vast supply of wood waste and other cellulose materials.

In addition to the varied raw materials close at hand, the great Port of New Orleans, with 90 steamship lines reaching to all parts of the world, makes it easy to import other raw materials at low cost.

With natural gas for fuel, an equable climate, a dependable labor supply, superior transportation facilities, including the inland waterways system which reaches cities of the Mississippi Valley at all-water rates that are uniformly 20% less than competitive rail rates—New Orleans is an ideal point for the development of great chemical industries.

### Write for Industrial Survey

A nationally-known firm of engineers has recently completed "A Survey of the New Orleans Industrial Zone." Write for a copy. A technical survey covering any specific industry or subject will be made and furnished free, on request. Address:

**NEW ORLEANS ASSOCIATION  
OF COMMERCE**

Room 301  
New Orleans  
U. S. A.



# NEW ORLEANS



Where Production  
and Distribution  
Costs are Lower

When writing to NEW ORLEANS ASSOCIATION OF COMMERCE please mention Nation's Business

pagnes, and in tribute also to the "nouveaux riches," the new Hooveritic arriviers at dryness are sometimes called "nouveaux secs." The contagion of them has now spread from Washington all the way to Baltimore.

A large contingent of Washington fashionables went to Baltimore the other day to a house party and a horse race. The owner of the house is a veteran arbiter of the elegances and was—alas, was—a veteran dispenser of cups of cheer. He also, however, was and is an inhabitant of the Washington political air. His horse-thirsty friends from Washington found his house wholly empty of cheering potions. They had to live on bubbles in mineral water. With Baltimore thus falling, there are fears for Wilmington, Delaware, and then for Trenton, N. J.

SOME REALLY resolute wets, however, survive. One of them, a most distinguished legislator, arrived the other night for dinner at the house of an equally distinguished departmental administrator who detests and despises the Eighteenth Amendment but who conscientiously conforms nevertheless to its exact letter. The legislator arrived bearing a full corrective to his host's deficiencies. He stood the corrective upright beside his chair at table. He extracted the cork from it. He poured enlivening contributions out of it into his glass of water. He declined to make any contributions to the glasses of other guests. He enunciated a new social rule of tolerance and equality.

"Hosts have the right to go dry. Guests have the right to stay wet. They must not, however, corrupt the other guests. They must bring their own and consume it themselves."

Moral problem—In these circumstances should a distinguished administrator kick a distinguished legislator out of his house?

Moral answer—Not if the administrator is interested in the next appropriation bill for his department.

IF MARK HANNA and William Jennings Bryan could revisit Washington, they might be reconciled. They would see their daughters fast friends. No inherited paternal dissensions disturb the close and affectionate intimacy of Ruth Hanna McCormick and Ruth Bryan Owen.

Mrs. McCormick has an office in Washington equipped with an expert personnel for legislative labors in the House, for administrative labors in the representation of the interests of constituents in the executive departments, and for political labors in Illinois. Her father himself could teach her little now about the construction of "machines." She is the nightly torment of Senator Charles S. Deneen, of Illinois, who dreams of her as a Lady Macbeth sharpening the edge of

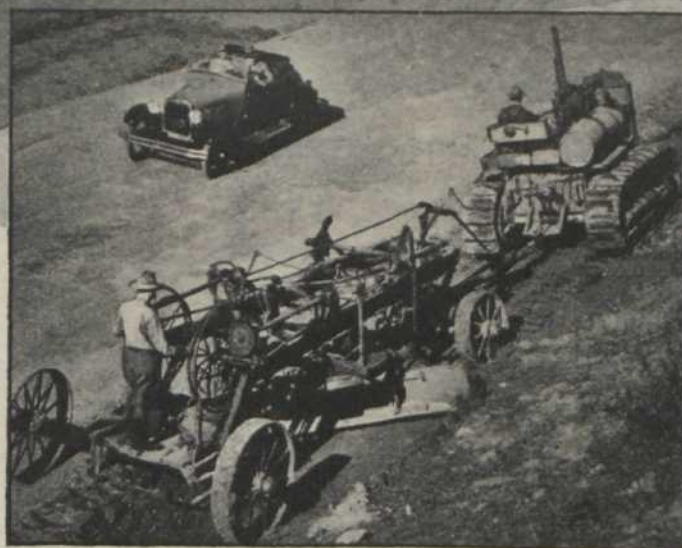


# First Class Passengers ▲ ▲ ▲



"First class passengers keep your seats; second class passengers get out and walk; third class passengers get out and shove!"

Travelers of a hundred years ago meekly obeyed the command of the driver when deep mud or steep hill threatened delay. Now we're all first class passengers! For "Caterpillar" Tractors and Russell Road Equipment have helped put good roads within the reach of every county, shire, province or township. Bumps are banished, ruts filled, grades lessened, roads widened, snow plowed aside! Thousands of dirt roads the country over are built and maintained



for safe, comfortable high-speed travel.

If your road officials have "Caterpillar" Tractors on the job you can keep your seat and be assured of riding first class.

Prices—f. o. b. Peoria, Illinois

TEN . . . . .	\$1125	TWENTY . . . . .	\$1975
FIFTEEN . . . . .	\$1500	THIRTY . . . . .	\$2475
SIXTY . . . . .	\$4300		

## Caterpillar Tractor Co.

EXECUTIVE OFFICES: SAN LEANDRO, CALIFORNIA

Sales Offices: Peoria, Illinois • 50 Church Street, New York • San Leandro, Calif.

Holt Combined Harvesters • Russell Road Machinery  
"Caterpillar" Tractors

# CATERPILLAR

REG. U. S. PAT. OFF.

# TRACTOR

When writing to CATERPILLAR TRACTOR Co. please mention Nation's Business





## The INS and OUTS of record-keeping

**R**ECORDS don't stand still. New names come in; old names go out. Flexibility is essential in record units for today's fast-changing business. And the military shift gives Brooks Visualizers all the ready flexibility of an alert infantry platoon.

Record sheets are mobilized for quick action. A simple movement of the shift moves them in ranks to make space for a new sheet anywhere. Reversing the movement closes ranks when a sheet is taken out.

To flexibility add compactness which permits eight thousand record sheets to be kept in units occupying only a four-foot width of desk space, visibility which shows you key facts at a glance, portability making it easy to carry units anywhere for reference or checking. To put military snap and precision into record-keeping, there is nothing like Brooks Visualizers. Mail the coupon for details. **THE BROOKS COMPANY, 1235 SUPERIOR AVE., CLEVELAND, OHIO**  
Distributors for Canada: Copeland-Chatterson, Limited, Toronto

**BROOKS  
VISUALIZERS**  
WITH THE MILITARY SHIFT

**FLEX-SITE**  
MILITARY SHIFT

The Brooks Company, 1235 Superior Ave., Cleveland, Ohio.  
Please give additional information about the economy of Brooks Visualizers.

Name.....

Business .....

Address.....

© 1929, The B Co.



When writing to THE BROOKS COMPANY please mention Nation's Business

his approaching political demise on the sole of her efficient shoe.

Mrs. Owen expresses herself on the liberty of the Porto Ricans as follows:

"Why should we keep people under our flag when thereby with tropically paid labor they can send their products into the United States to compete free with the products of the high pay-rolls of the United States?"

With that sort of reason she will go farther against imperialism than her magnificently moralizing father was ever able to go.

Our eight congresswomen are virtually all of them compact of hard sense. They do not detract from—they add to—the businesslike character of the House.

**BUSINESSLIKE** as the Hoover outfit in the executive wing of the White House may be, it has no priority in that respect over the businesslike outfit of Nicholas Longworth in the House of Representatives. The country should really penetrate Mr. Longworth's disguise and know him for what he is.

Mr. Longworth's jocularity, his flippancy, his airiness of speech and of manner, come from a quality that is the solidest a man could have. Mr. Longworth is true to himself. He is sincere. He has no taint of the hypocrite. If he feels flip-pant, he behaves so. If he feels floppish over the businesslike outfit of Nicholas he dresses so.

If it suits his fancy to be a glass of fashion and a mould of form, he simply does it and lets the political arrows fall where they may. He has never sacrificed his own reality to the making of a public impression.

That reality, however, has led him to the unflagging pursuit of two studies. One is the rules of the House. The other is the personal relationships, the temperaments and combinations of temperaments by which the issues in the House are controlled and driven. Mr. Longworth has become an eminent scholar of House procedure technically and of the House membership humanly.

He knows the House as he knows his violin, and could play on either of them in his sleep.

Under him the House continues more to speak and vote to the point, while the Senate continues to go even beyond all precedents in shadow-boxing with ghostly and ghastrly issues hatched out of nightmare's-nests.

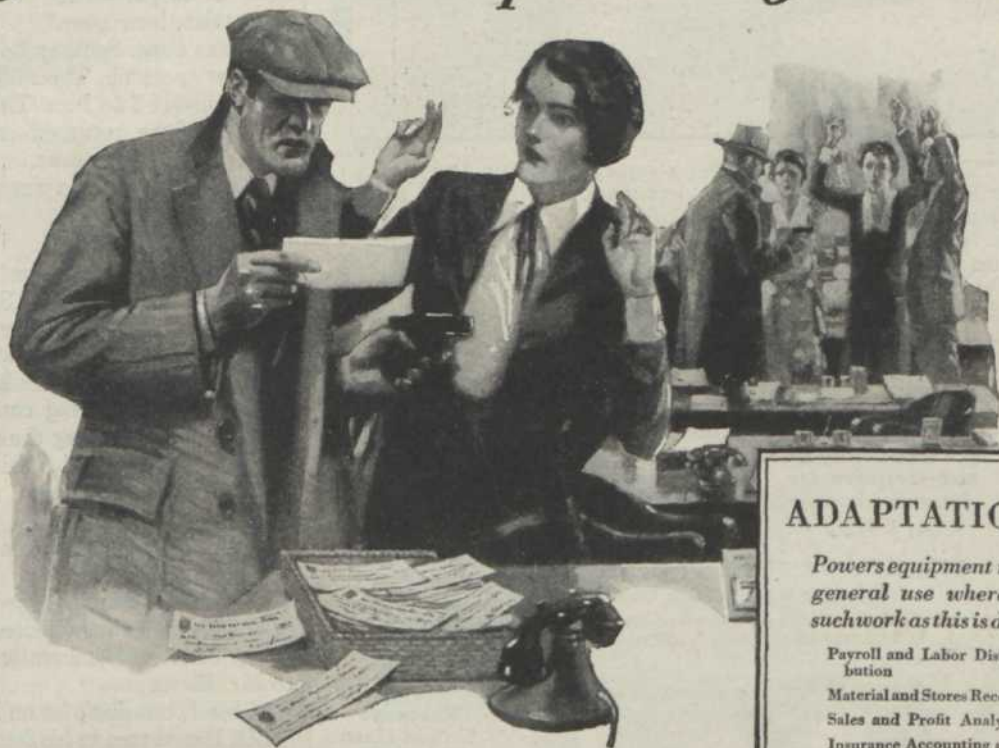
President Hoover looks like business, and is. Speaker Longworth looks like play, and is, but is equally business. He is our only living specimen of a statesman who makes his jokes on-stage and does his statesmanship off.

The country should realize that this gay deceiver carries about with him a guilty secret not of being faithless but of being faithful to his job.

A Speaker of capacity can always be



# The Salaried Payroll is safe . . . when paid by check



## ADAPTATIONS

*Power equipment is in  
general use wherever  
such work as this is done*

Payroll and Labor Distribution  
Material and Stores Record  
Sales and Profit Analysis  
Insurance Accounting and Statistics  
Public Utilities Accounting  
Census and other Vital Statistics  
Traffic and Transportation Accounting  
Chain Store Sales and Inventories  
Federal, State and Municipal Accounting  
General Accounting

**W**ITH the Powers method the most complicated payroll is prepared in far less time . . . at far less cost than a simple cash payroll could be prepared . . . manually.

Powers Mechanical Accounting Equipment automatically and mechanically prepares the payroll sheet, printing names, gross amounts, deductions and net pay . . . prints the names and net amounts on the checks themselves . . . prepares detailed statements for stock transfer, savings banks, insurance companies . . . and audits them as well.

More and more employees are participating in ownership by purchasing stock with money deducted weekly or monthly from their salaries. Taking care of these installments as well as group insurance, systematic savings, mortgage payments and even club dues, are burdens of detail shouldered by wise employers today.

The cost of preparing this type of payroll with its multitude of deductions and adjustments to fulfill these assumed obligations is practically prohibitive . . . without Powers. Let us tell you our whole payroll story. A local Powers representative will gladly call or send you literature.

# POWERS

## Accounting Machines

REMINGTON RAND BUSINESS SERVICE, INC.

*Powers Accounting Machine Division*

Remington Rand Bldg.

Buffalo, N. Y.



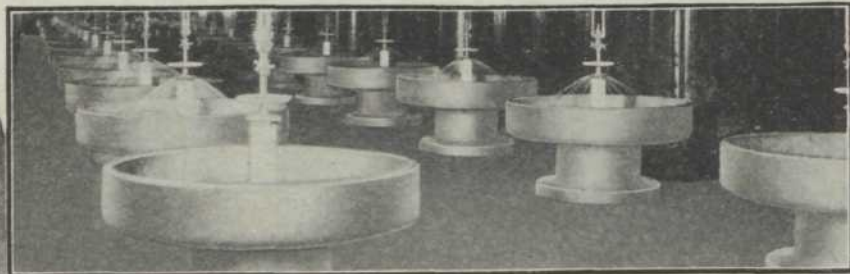
Reg. U. S. Pat. Off.  
& Foreign Countries

## PRINTS NAMES AND WORDS AS WELL AS FIGURES

*When writing to POWERS ACCOUNTING MACHINE DIVISION, REMINGTON RAND BUSINESS SERVICE, INC. please mention Nation's Business*



# Making Water Savings as high as 90%



**P**LENTY of clean, running water for ten men... yet only as much water as one man would use when washing at an individual faucet... that is one advantage of using Bradley Washfountains in any washroom. Floor space is also saved. Bradley Washfountains—accommodating 10 men each in the 54" size—require far less space than any other type of

washing equipment for an equal personnel.

Self-flushing, the Bradley Washfountain is easier to keep clean—and is so shaped that the floor is protected, too, from dirty water and suds.

Made in sizes, shapes, and styles for all large washrooms—whether the building is old or new. Have a Bradley Representative help plan a truly modern washroom.

## BRADLEY WASHFOUNTAIN CO.

2205 Michigan St., Milwaukee, Wisc.

Foreign Representatives: (excepting Canada and India)  
BALDWIN LOCOMOTIVE WORKS



# BRADLEY WASHFOUNTAINS

Every  
Executive  
Should Have  
This Book

The new Bradley Catalog, No. 1028, discusses Modern Washroom Requirements; also illustrates and describes in detail the many advantages of Bradley Washfountains. Write for a copy.



Bradley Users include  
Pennsylvania R. R.  
National Carbon Co.  
International Harvester Co.  
Baldwin Locomotive Works  
Packard Motor Car Co.  
General Electric  
DuPont  
Seaman Body Corp.  
U. S. Gypsum Co.  
and scores of others

GROUP WASHING IN CLEAN RUNNING WATER (9506)

the second most important man in Washington. Speaker Longworth emphatically is.

ONCE, WHEN he was being pushed for Speaker, his managers came to him and said:

"Some of the 'friends of the people' in the House are against you for wearing spats."

"Take them over to the Senate right now," said Longworth. "Never mind why. Just take them over."

It was done. Senator La Follette, senior, was speaking. The radicals from the House listened to him. They also gazed at him. They returned and voted for Longworth for Speaker.

Senator La Follette was wearing spats.

THE SENATE remains Washington's only genuine play-house. Senator Blease of South Carolina has recently proved himself to be one of its best players.

Another Senator, cherishing the reputation of never having conducted a filibuster, was addressing the chair.

"Mr. President," he said, "I suggest the seventeenth of next month for a vote."

Then he leaned over to a Senator near by him and whispered:

"Tell Cole Blease to object."

The Senator thus solicited walked over to the Senate's Democratic side. He said to Mr. Blease:

"Object, but don't let on I said so."

Mr. Blease rose to his feet and took the invading Senator by the shoulder.

"Go back to your own side," he shouted.

"I know what I want to do and I'm going to do it, no matter what you say."

"Mr. President," he angrily continued, "I object."

The whole press of the United States thereupon wrote that Cole Blease was again filibustering. Thus the reputation of another Senator for never filibustering was vicariously preserved and Cole Blease was once more a good soldier—and a good actor.

WITH A businesslike White House, a businesslike House of Representatives, and an unbusinesslike Senate, what difference does it all make to the federal departmental bureaucracy? One wonders.

In the closing days of Coolidge the Bureau of Education of the Interior Department made the supreme bureaucratic announcement of all American time.

It publicly declared in a formal official statement that it had "put its stamp of approval" upon Homer, Dante, Shakespeare, and Goethe as "Literary Bibles."

Looking on, one wonders if the businesslike trends of Herbert Hoover and of Nicholas Longworth will be able to set any terms to the beneficent instincts and incalculable tangents of the bureaus.

W. H.

## Astonishing

Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers.

This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

MONROE LETTERHEAD CORPORATION  
1006 Green Street  
HUNTSVILLE, ALA. 163 N. Union Street  
AKRON, OHIO



## CINCINNATI Time Recorders and Job Clocks

Over 32 years the choice of thousands of leading organizations. More than 50 models. Factory branches in principal cities.

The Cincinnati Time Recorder Co.  
Dept. N, York and Central Ave.  
Est. 1896 Cincinnati, O.

This advertisement appears regularly in leading magazines to keep the name of this Company before you. Write for information.



## A Moral From Liberty Bonds

**A**T THE Treasury Department, summed up in neat rows of figures on Liberty Loan retirement, the philosopher may find several million dollars' worth of evidence that the man with little money is less eager to take a flying tackle at fleeting Opportunity than the man who has much.

The Second and Third Liberty Loans have been retired and refunded. They totalled well over \$7,000,000,000.

All interest on bonds of the Second Loan ceased November 15, 1927, but at the end of last year, 134,035 pieces of that issue, with a value of more than \$15,600,000, were still outstanding.

Of those pieces, 125,767, with a total value of \$8,426,700 were in bonds of the \$50 and \$100 variety. Not only were the small bondholders greatly in the majority but nearly 90 per cent of their bonds were coupon bonds.

### Few Registered Bonds Out

ONLY 8,800 registered bonds are still outstanding and only 50 holders of \$10,000 bonds have failed to cash them in.

Even more significant is the fact that 18,202 temporary bonds of the second loan are still outstanding. These bonds were issued when war activities were at their height and the Bureau of Engraving and Printing could not keep up with its work. These temporaries were all coupon bonds, but had only four coupons. The permanents that replaced them carried the other coupons. Holders who failed to turn them in lost the interest on some 16 coupons.

Of the outstanding temporaries 13,588 are for \$50 and 4,117 for \$100. Again the small holders are the ones who failed to collect what was due them.

The Third loan was called in November, 1928, but when the books were audited December 31, some 397,798 pieces with a value of \$49,645,200 were outstanding. Of these, 270,000 pieces, with a value of more than \$25,000,000 were in the \$50 and \$100 denominations. Only three \$50,000, and one \$100,000 are out.

Also more than 33,200 pieces of the Third temporaries are still unexchanged. More than 32,600 of these temporaries are in the \$50 and \$100 class.

Failures to send in the bonds may have resulted from many causes. Bonds may have been lost or destroyed by fire. When bonds are held by estates legal procedure may have caused delays.

But the big holders, apparently, managed to be ready when the interest ceased accumulating, to cash in and find other investments.—ROBERT DOUGAN.

# As Your Business Grows



**Y**OU can adjust your partition layout to your business, quickly, inexpensively—rather than business to layout, or alterations at big cost. Use Hauserman Movable Steel Partitions.

Hundreds of companies, both large and small, are partitioning this modern way. The Bell System has 246 installations, stretching from Canada to Texas. Cadillac installations number 45. General Electric's total 318—and many others equally famous for sound, aggressive management.

Several grades—all movable, 20 distinctive colors, many exceptional color harmonies and realistic graining effects. A complete partitioning service from plans to finished installation, through a national organization of direct factory branches. Twelve years of partitioning experience.

You may want to start with only a small installation—you can add new units anytime—of the same grade and color to match perfectly. Whether you are considering a new building or remodelling your present one, it will pay you to send the coupon for complete information.

THE E. F. HAUSERMAN COMPANY, *Partition Specialists*  
6856 Grant Avenue, CLEVELAND, OHIO  
*Sales, Engineering and Erection Service at Direct Factory Branches in Thirteen Principal Cities.*

## HAUSERMAN PARTITIONS

OF MOVABLE STEEL

THE E. F. HAUSERMAN COMPANY, Cleveland  
Send me information on partitions for.....  
Name \_\_\_\_\_ Firm \_\_\_\_\_ Address \_\_\_\_\_  
NO 6-29



# Order

## Your Buildings Out Of Stock!

**T**HIS is the most economical way to buy--the quickest too! Standard in every respect, Maryland Metal Buildings are made for practically every commercial purpose. Made of interlocking sections of Lyons Metal, the corrosion resisting alloy---durable, economical, fire-proof---and they're ready on instant demand

Send today for a General Catalog and a "Request for Estimate"--we're glad to give either or both without obligation



**MARYLAND METAL BUILDING COMPANY**

2700 Race Street  
Baltimore, Md.

# Clean with

**T**HE greatly increased recognition of the economy and efficiency of Oakite Laundry Compound is based on the realization by laundry-owners that this Compound offers definite aid in improving the appearance of laundered linens, blankets, and other washable fabrics. Yet laundries comprise but one of more than 300 industrial groups where Oakite materials and methods are saving money, time, effort or producing a better quality product. Write for booklets that apply to your work. No obligation.

**OAKITE PRODUCTS, INC.**  
24A Thames St. New York, N.Y.  
Oakite Service Men, cleaning specialists, are located in leading industrial centers of U. S. and Canada

# OAKITE

Industrial Cleaning Materials and Methods

When writing please mention Nation's Business

## The Seven Sane Years

(Continued from page 30)

is usually only a new application of an old principle.

We appear to have witnessed the passing, momentarily at least, of the old type of individual inventor, the man of genius in his obscure shop, in favor of the highly organized industrial research laboratory. Of the 599 manufacturing concerns reporting to the experts, 52 per cent were carrying on regular systematic research; 29 per cent were supporting cooperative research through trade associations, engineering societies, universities or endowed fellowships; 15 per cent were considering extension of their research activities, and 11 per cent of the concerns doing no research reported that they were considering taking it up in the future. A total of \$11,991,637 a year was reported as research expenditure by 208 firms keeping separate research accounts.

Another striking find concerns the number of large manufacturing establishments. Less than 1,000 establishments in the United States employ 1,000 workers or more. The latest available figures showed that some 90,000 manufacturing concerns employ less than six men. The 6,582 plants which employed more than 250 men each represented less than four per cent of all factories, yet they employed 4,500,000 workers, or slightly more than one-half of the total number.

Professor William J. Cunningham of Harvard brings out some interesting figures in his article on railways. In five years passenger traffic decreased 28 per cent due to automobile and motor coach competition, but seldom have so few railroad companies been in the hands of receivers. The passing of the Chicago, Milwaukee & St. Paul out of this category in 1927 left 40 small companies in this historic predicament. Their total mileage, however--6,569--is insignificant. The improvement in freight service is shown to be almost incredible.

### Facts About Women's Wear

**I**N AN analysis of marketing Dr. Melvin T. Copeland, director of the Bureau of Business Research at Harvard, uncovered the long suspected but hitherto uncertified fact that there is next to no cloth in women's garments. In the Spring only \$30.80 worth of woolen or worsted cloth goes into every \$100 worth of clothes bought, while in the Autumn a bare \$19.60 is for cloth.

Instalment selling is dismissed as of too small proportions to be of major importance in general prosperity. Dr. Copeland sees no peril in the situation.

In his treatise on labor, Dr. Leo Wolman admits that a close study of the available facts shows a surprising degree of persistent unemployment throughout

this prosperous period. The outstanding development of the time has been the splendid spirit in which labor and capital have cooperated in an effort to solve distressing conditions as they arise.

In a masterful discussion of management, Henry S. Dennison, president of the Dennison Manufacturing Company, praises the immense influence for good which the extension of business associations and business publications has brought about.

### The New Basis of Control

**T**HE ART of management, asserts Mr. Dennison, turned a corner in 1921. Control based on power and ownership has given place to authority based on knowledge, qualifications and skill. No longer is management a preserve of the owners of capital or an hereditary right. Today the average man is unable to endure the strain of management. This responsibility must be entrusted to the extraordinary man, who must be sought out, irrespective of origin or capital possession. The American workman is so expensive that he must be economized, and management becomes a special feat.

Dr. Edwin G. Nourse of the Institute of Economics treats agriculture with great authority and interest. The situation is even more acute than most people realize. That the farmer's buying power should have decreased 19 per cent during a period when the factory wage earner's capacity to purchase increased 16 per cent is recognized as a "stupendous" economic anomaly. The American "steel mule" has invaded rich new foreign lands, which now compete with our farmers in the world markets.

People are living on the truck gardener's crops. Clothes are getting skimpy beyond belief. Everything seems to conspire against the farmer's market. On the side of supply the situation is worse, if possible, than on that of demand. Vast tracts of uncultivated land have come under the tractor-drawn plow. Farmers have learned science to the point of overproduction. One farmer can produce what four used to yield. Farming is no longer a commerce nor an industry. It is simply a way of life. The farmer continues his profitless drudgery through sheer force of hereditary instinct.

Nevertheless, there is much to be said for the economies of the "steel mule." Dr. Nourse finds savings as high as 20 cents a bushel for wheat growers through its use, which has brought more relief than has the tariff protection of 42 cents a bushel. The scientific view appears to be that permanent relief can come only when the new chemical industry finds new uses for farm products.

It is remarkable that the nation's in-





## Let Pneumatic Tubes Speed the Flow of Papers in Your Organization

**T**HOUSANDS of needless steps are taken daily in business organizations—with the resultant waste of time and energy—merely that papers may be kept moving. Mail is frequently held up to suit the convenience of an office boy when it could be made to flow in a steady stream continuously. Files, orders and messages are carried by hand from department to department by busy executives and secretaries whose time could best be spent at their desks.

Such is the waste that abounds in many business offices—a waste which levies a tax that is beyond estimate and would not be tolerated in the average factory.

Lamson Pneumatic Tubes eliminate this waste of office time—this interruption of work with its attendant mistakes and errors. By

linking departments with lines of communication, they transmit one paper or a file of papers—practically anything—with a speed that is ten times faster than a man can walk. Work is brought to individual desks in a thin, fine stream, thus keeping workers uniformly busy.

The need for Pneumatic Tubes exists everywhere. Many times it is not discovered until a Lamson Engineer makes a survey. This has been the experience of America's representative insurance companies; banks, public utilities, factories, stores, hospitals, hotels and offices. There is a paper handling problem in your business that Pneumatic Tubes can solve. Ask a Lamson Engineer to call and study your problem or write for our book, "Wings of Business" which tells what Pneumatic Tubes are doing for others.

*Bonds, memos, stocks and entire office files are dispatched through Pneumatic Tubes at the J. P. Morgan & Company, New York*



**THE LAMSON COMPANY, SYRACUSE, N.Y.**

*Offices in Principal Cities*

# LAMSON

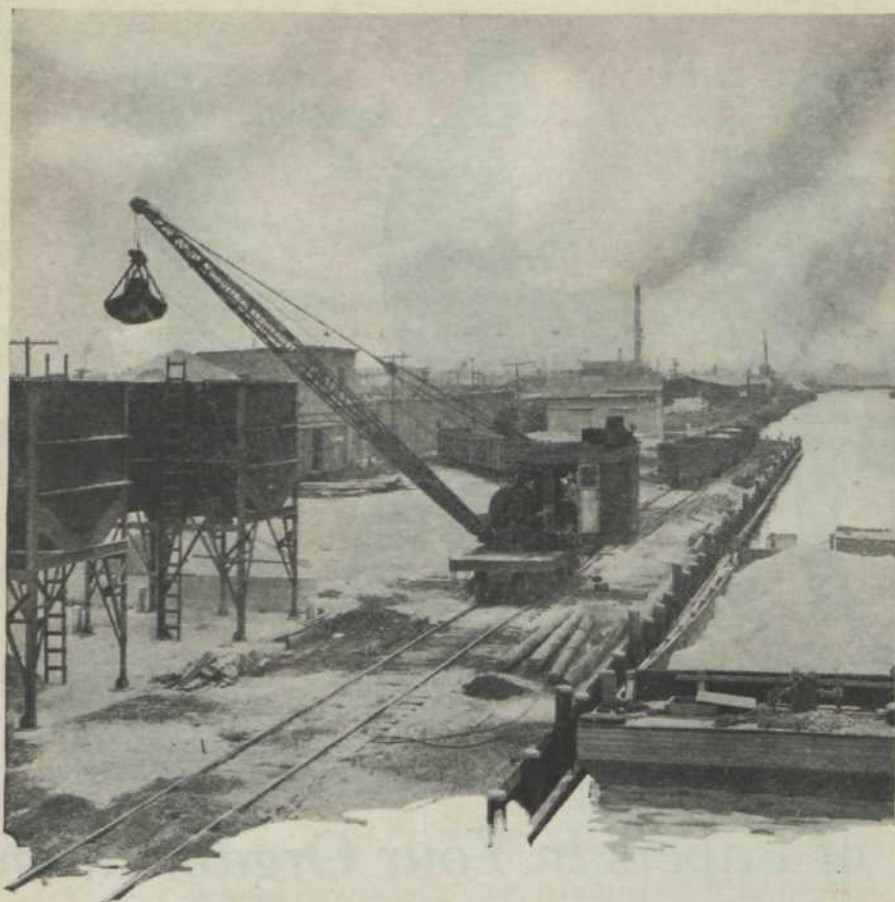
## PNEUMATIC TUBE SYSTEMS

*Speed the Departmental*



*Exchange of Papers, Files and Messages*





## "We Made No Mistake In Buying This Crane"

The savings in time and money effected by an Industrial Brownhoist crane are such that soon after it gets to work on a job the user begins to wonder how he got along without it.

Take, for example, the case of a large middle west utility company that writes, "Our Industrial Brownhoist has given us entire satisfaction and has proved a very useful and adaptable unit. It has not only been used regularly for unloading and stocking coal and shifting cars about the yard but has also been used extensively in the erection of our new plant.

"It has been used for excavating, backfilling, unloading concrete aggregates, erecting machinery, as a pile driver and has at times been subjected to a considerable overload over its rated capacity. We are convinced that we made no mistake in buying this type and make of crane."

Wouldn't it pay you to get the facts regarding the proper size and type Industrial Brownhoist to do your work?

**Industrial Brownhoist Corporation, General Offices, Cleveland, Ohio**

District Offices: New York, Philadelphia, Pittsburgh, Detroit, Chicago, San Francisco, New Orleans

Plants: Brownhoist Division, Cleveland, Ohio; Industrial Division, Bay City, Michigan; Elyria Foundry Division, Elyria, Ohio

# INDUSTRIAL BROWNHOIST

*When writing to INDUSTRIAL BROWNHOIST CORPORATION please mention Nation's Business*

come should be more accurately known by economists than is the private income of most individuals to themselves. Only five per cent is allowed for inaccuracy in the 90 billions total. This stupendous sum makes a per capita income of \$750, without counting three elements which cannot be calculated. The composition of this list of imponderables is curious—paper profits, profits from the sale of capital assets, housewives' services.

The first two are excluded because their fixation is governed by too arbitrary methods of accounting. As for the housewives, Dr. Morris A. Copeland of Cornell admits that there is no possible means of determining the inestimable value of their services to the nation. Roughly, 69 per cent of the national income goes to labor and 31 per cent to capital, that is, we get 69 per cent of our income from working and 31 per cent from owning property. The total property income of 21 billions represented just about six per cent of the total national wealth of 353 billions.

### Bankers Score Largest Gain

THE highest rate of increase of income occupationally has been in the banking category, an increase of from \$925 to \$2,250 yearly in 12 years, 1914-1926.

Other writers who contributed chapters to the book include Dr. Edwin F. Gay, director of the National Bureau, Harvard University; L. P. Alford, vice president, American Engineering Council; Prof. Willard L. Thorp, Amherst College; Dr. John M. Gries, chief, Division of Building and Housing, Department of Commerce; E. S. Gregg, former chief, Transportation Division, Department of Commerce; W. Randolph Burgess, assistant federal reserve agent, New York; Prof. O. M. W. Sprague, Harvard University, and Dr. J. Harvey Rogers, University of Missouri.

On the President's committee which supervised the work were Walter F. Brown, Renick W. Dunlap, William Green, Julius Klein, John S. Lawrence, Max Mason, George McFadden, Adolph C. Miller, Lewis E. Pierson, John J. Ras-kob, Arch W. Shaw, Louis J. Taber, Daniel Willard, Clarence M. Woolley, Owen D. Young and Edward Eyre Hunt.

The outstanding merit of this work is that it sticks to the scientific method. It compiles without prejudice or doctrine. Nowhere is the period of 1922-1928 generalized in a single thought. Neither does it treat the time as one of convalescence from 1921. Nor need any special significance be attached to the dates chosen for compilation or publication.

The practical reader will instantly feel the tone of the work because it is so unusual. This tone of high neutrality will doubtless stimulate a great deal of reflection and prevent the drawing of hasty conclusions about seven years which are too near to us to be finally judged.



Jenkins VALVES ARE ALWAYS MARKED WITH THE "DIAMOND"

TRADE  
JENKINS  
MARK

Jenkins Bros

*"Make for easy control"*

1

*"Do not leak under high vacuum"*

2

*"Experience proves them the best"*

4

*"Less packing - less attention"*

3

## Let the users give you the facts

1. *"Make for easy control"*—"Jenkins Valves make for easy control of any type of flame required"—Hauck Mfg. Co., Brooklyn, N. Y., maker of oil burners.
2. *"Do not leak under high vacuum"*—"Under a high vacuum, Jenkins Valves, frequently opened and closed, operate freely and do not leak"—Bauerle & Morris, Inc., Philadelphia, maker of vacuum solvent stills.
3. *"Less packing—less attention"*—"A Jenkins Valve requires less packing and less attention than any valve we know of"—Wilmot Castle Co., Rochester, N. Y., maker of sterilizing equipment.
4. *"Experience proves them the best"*—"The use of parts not made by us voids our guaranty, except in the case of Jenkins Valves which have proved through long experience the best money can buy"—Pantex Pressing Machine Co., Pawtucket, R. I.

These are statements from several of the numerous manufacturers who build Jenkins Valves into their products.

Architects specifying for their clients—consulting engineers planning industrial plants—contractors installing plumbing and heating systems—op-

erating engineers ordering replacements—all know from experience that they can always count on a Jenkins Valve.



Feel free to call on the Jenkins Engineering Advisory Service for assistance in your valve applications.

### JENKINS BROS.

80 White Street, New York, N. Y.  
524 Atlantic Avenue, Boston, Mass.

233 No. Seventh Street, Philadelphia, Pa.  
646 Washington Boulevard, Chicago, Ill.

JENKINS BROS., Limited, Montreal, Canada; London, England  
Factories: Bridgeport, Conn.; Elizabeth, N. J.; Montreal, Canada

# Jenkins

## VALVES

Since 1864

*"The finest possible development of the nation's capital should have the support of all Americans."*—Horace W. Peaslee.

When writing to JENKINS BROS. please mention Nation's Business





# China:

## A growing market for motor vehicles

China is developing good roads. The sale of motor vehicles is following this development and will grow even more rapidly in the future.

The volume of motor truck and bus sales to China in 1923 was \$103,921.00 and in 1928 \$764,136.00. Passenger cars totaled \$676,564.00 in 1923 and \$1,233,724.00 in 1928. 1929, 1930 and 1931 should show much greater gains.

Here is just one field of industry. Hundreds of millions of consumers in the Orient are learning new standards of living, recognizing new needs and buying products from this and other countries.

Business volume from the Orient will reward men who study the needs of these people, stimulate their desires and cultivate their goodwill.

For the business traveler there is no service which so completely meets his needs as this Round the World service. You stop where you like for one week, two weeks or longer. You continue when you are ready on a ship exactly like the one on which you started.

Every fortnight a palatial President Liner departs from Seattle and Victoria, B. C., for Japan, China, Manila and Round the World.

Every week a similar Liner departs from Los Angeles and San Francisco for Hawaii, Japan, China, the Philippines, Malaya, Ceylon, Egypt, Italy, France, New York and Boston.

Fortnightly sailings from New York for Havana, Panama, California and Round the World.

You go as you please. You may complete the circuit of the globe in 110 days aboard one ship or you may stopover where you like, using for the trip the entire two years permitted by your ticket.

Your fare Round the World includes your transportation, meals and First Class accommodations aboard ship and costs as little as \$1250.

You enjoy the comfort of a magnificent President Liner. Spacious decks. Luxurious appointments. All cabins are amidships. All are outside rooms, equipped with beds, not berths. Beautiful public rooms. A world famous cuisine.

COMPLETE INFORMATION FROM ANY STEAMSHIP OR RAILROAD TICKET AGENT OR

## DOLLAR STEAMSHIP LINE AND AMERICAN MAIL LINE

25 AND 32 BROADWAY . . . NEW YORK  
604 FIFTH AVE. . . NEW YORK, N. Y.  
210 SO. SIXTH ST. . . PHILADELPHIA  
177 STATE ST. . . BOSTON, MASS.  
110 SOUTH DEARBORN ST. . . CHICAGO  
ROBERT DOLLAR BLDG., SAN FRANCISCO

514 W. SIXTH ST., LOS ANGELES, CALIF.  
1005 CONNECTICUT N. W., WASH., D. C.  
DIME BANK BUILDING . . . DETROIT  
509 GOVERNMENT ST., VICTORIA, B. C.  
917 GRANVILLE ST., VANCOUVER, B. C.  
YOKOHAMA KORE SHANGHAI  
HONG KONG MANILA

11 BIS RUE SCRIBE . . . PARIS, FRANCE  
22 BILITER STREET . . . E. C. 3, LONDON  
UNION TRUST ARCADE . . . CLEVELAND  
152 BROADWAY . . . PORTLAND, OREGON  
21 PIAZZA DEL POPOLO . . . ROME, ITALY  
4TH AT UNIVERSITY . . . SEATTLE, WASH.

When writing to DOLLAR STEAMSHIP LINE AND AMERICAN MAIL LINE please mention Nation's Business

## Untangling the Government

(Continued from page 55)

which no existing department can by any stretch of logic claim and which, generally, no existing department wants.

By this time, however, the hearings before the Joint Committee had produced a profound political suspicion of the whole subject. It seemed in every cranny and crevice of it to be packed tight with sticks of political dynamite. For three years every bureaucratic interest affected and every industrial or agricultural interest which thought itself affected had been planting explosives in its own chink of the reorganizational edifice.

President Harding had left the reorganizational edifice to stand or fall as it might. Calvin Coolidge took the same view of it. He put no wheels under it to roll it out for actual legislative hammering on the Senate and House floors. He was willing to let it stand as a report, as a motionless monument. It still so stands.

Of such monuments on the pathway of contemporary federal reorganization we might now seem to have a quite sufficient number. The instruction shed upon the subject by this last one might seem to be worth heeding. The detailed legislative approach to the problem would seem to have been sufficiently traveled.

Further hearings and further exhortations and further remonstrances would seem to be capable of adding nothing to the vast stock of reorganizational knowledge already reposing in big printed books and thick mimeographed memoranda on Washington's public shelves. Those reports, together with the political reactions which they have aroused, have grown into a log jam which is increasingly thought on all hands to require a wholly new method for its dislocation.

That new method, as lately contemplated and devised, will be described next.

A fifth fact-finding article by William Hard on reorganizing the Federal Government will be published in the July NATION'S BUSINESS.

## Coal on Credit

MAKING coal available in the off season was a useful trade device, and now it is proposed to sell anthracite to consumers on a deferred payment plan. As announced by the Philadelphia and Reading Coal and Iron Company of Philadelphia "this innovation . . . is to be operated in connection with one of the largest instalment finance companies and is expected to open a broad market especially in the spring selling of hard coal." At the least, a thorough trial of the plan is in view for the Reading firm rates its resources at \$130,000,000.



# Continuous construction work for ARMCO

Nine Years...70 New Buildings  
...A Million Square Feet of Space

THE American Rolling Mill Company offers an interesting example of post-war business expansion.

Anticipating an era of greatly increased consumption of metal goods this company, in 1919, adopted a vigorous expansion policy resulting in quadrupling its production capacity for rust-resisting Armco ingot iron and specialty steel sheets.

The first part of the program called for large extensions to the plant at Middletown, Ohio, and we were called in to assist in the design, and to build them. With the exception of the year 1925, we have been working continuously for this client since 1919.

We have served the American Rolling



AMERICAN ROLLING MILL CO.  
West Works, Ashland, Ky.

The work at Ashland included the construction and assistance in the design of more than 35 buildings, with water supply system, trackage and all necessary facilities. Our service involved almost every type of engineering and construction.

Mill Company practically as a part of its own organization, doing whatever work of an engineering or construction nature was required—at all times cooperating to the fullest extent with the manufacturing departments, and producing the new facilities with a minimum disturbance of existing operations.

We have served many companies as continuously and effectively as we have Armco. 60% of all our work has been repeat orders.

With those contemplating construction work, we should like to discuss our methods and experience, explaining how we can carry out a development program with speed and economy. Such a discussion can be confidential and involves no obligation.

## UNITED ENGINEERS & CONSTRUCTORS, INC.

combining

The U. G. I. Contracting Co.  
Public Service Production Co.  
Dwight P. Robinson & Co., Inc.  
Day & Zimmermann  
Engineering & Construction Co.

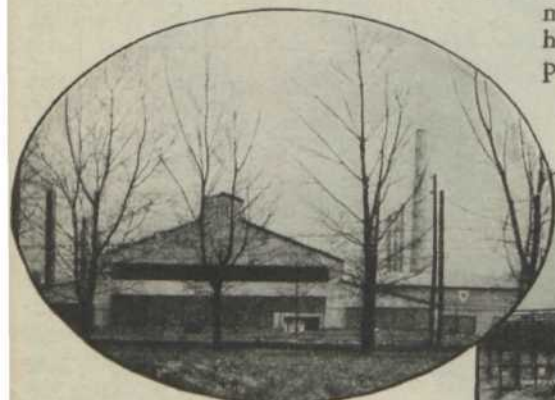
Specialists in the  
design and construction  
of

INDUSTRIAL PLANTS  
STEEL MILLS  
POWER DEVELOPMENTS  
RAILROAD WORK  
GAS PLANTS

Construction of  
APARTMENTS  
HOTELS  
OFFICE BUILDINGS

Extension to East Works,  
Middletown, Ohio

Showing construction of  
Coil Distributing Building,  
typical of the general problem  
of speedy construction  
with no interference with  
manufacturing operations.



Works at Zanererville, Ohio

Extensions to this plant were constructed with maximum speed and simultaneously with the work at Middletown and Columbus.



## UNITED ENGINEERS & CONSTRUCTORS

INCORPORATED

DWIGHT P. ROBINSON, PRESIDENT

NEW YORK	PHILADELPHIA	NEWARK	CHICAGO
ATLANTA	LOS ANGELES	BUENOS AIRES	RIO DE JANEIRO
			MONTREAL

MAXIMUM RETURN TO CLIENTS PER DOLLAR INVESTED





## This Protection Puts Fire Fear Out of your Mind

**Y**OU may go for years without a fire in your plant. But fear of fire blazes up in your mind many times every month. Whenever you hear the shriek of the fire siren or the roar of the fire engines you wonder, "Can it be my plant?"

You can face the fear of fire with an easy mind if your plant is protected by *Pyrene* Fire Equipment.

For the complete protection of your property you probably need more than one type of extinguisher. In the *Pyrene* line of fire equipment you will find the right types for every hazard: 1-pt., 1-qt., 1½-qt. and 2-gal. *Pyrene*, 2½-gal. Guardene (Soda-Acid), 2½-gal. Phomene (Foam Type) Extinguishers. Also 10 and 40 gallon extinguishers on wheels and Phomene Accumulators both automatic and manual types.

Our engineering department will analyze your hazards and submit a plan for protecting your property in the most modern way.



**PYRENE MFG. COMPANY**  
NEWARK, NEW JERSEY

Branches:

Atlanta Chicago Kansas City San Francisco  
*Pyrene* Fire Equipment is sold through Auto Accessory, Hardware and Mill Supply jobbers and dealers.

Makers of Fire Equipment since 1907  
Makers of *Pyrene* Tire Chains

When writing please mention Nation's Business

## Soviet Contradictions

(Continued from page 29)

ciency of labor. The attitude of labor toward industry in Russia is radically different from what it is in other countries. Labor is a privileged class politically and the management of the plant is influenced much more by the shop committee and the labor union than by the technical director.

In fact, if we are to believe the Soviet press, the decline in labor discipline is one of the most serious problems facing the Soviet authorities. There is no free labor market in Soviet Russia; labor is supplied by the labor exchanges and the unions. The shop committees must pass on practically every act of the director or manager as regards personnel administration before it can go into effect.

The director is likely to be overruled by the shop committee in matters of discipline and there have been numerous cases of physical attacks on the directors as a result of their efforts to discharge or discipline workmen for gross negligence, drunkenness and similar offenses. The older technical men, trained under the old regime, are more or less suspected of anti-Soviet leanings and are generally too cowed by the privileged labor force to fight for industrial efficiency.

The younger Soviet-trained technicians claim that they are not given a chance by the older men and probably are stronger on political orthodoxy than industrial technique. Though lack of trained labor is appalling, the Soviet authorities have introduced the seven-hour day in many industries, particularly in the new plants, where it is obligatory.

The Second Cotton Trust is complaining that it is compelled to keep 2,000 surplus laborers at an annual cost of 1,000,000 rubles, its labor "reserves" amounting to 18 per cent of the total labor personnel. The labor unions also object to the surplus labor being employed on work outside its own trade.

It is possible of course, that the low wages make up in part for these defects, but how many American managers would be willing to undertake the task of in-

creasing production and lowering costs under such labor conditions?

If we are to judge the position of Russian industry by its ability to borrow from a bank we shall be just as far off as if we were to depend on its importation of foreign equipment or the extent of its labor personnel.

The Soviet banks, especially those concerned with industrial financing, cannot be compared to banks in other countries. Their functions are more like those of treasury branches.

### No Bankruptcies of State Plants

IF AN industry is unable to meet its obligations to the bank it naturally cannot go into bankruptcy because it is a part of the State, although some individual plants may be shut down or, to use a Soviet euphemism, "conserved." The advances in such cases become permanent investments not subject to repayment, and the loss to the bank is made good by the Government.

There have also been instances where short-term loans had to be transferred to other banks and converted into long-

term obligations when the borrower was unable to repay. Now, such financial technique may be perfectly consistent with the fundamental economic policy of the Soviet regime, but it would be a great mistake to accept the banking terminology of Soviet Russia at its American or European equivalent.

These instances should not be regarded as a statement of the general economic situation in Soviet Russia or as an expression of opinion as to the probable

success or failure of the Soviet economic regime. There is no question that Russia is expanding her industrial equipment and is doing it to a large extent without the assistance of foreign capital.

The purpose of this article is merely to bring out factors—Russian economic conditions that should be kept in mind in estimating the general situation of the country and applied to specific instances of contact between the American business man and the Soviet Government.



"This must stop," a prohibition cartoon from *Projector*





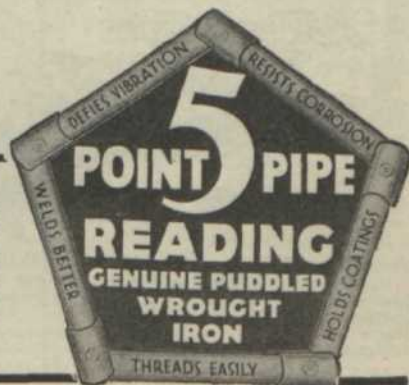
## Never, Never, Never Again Will These Hands Be Needed!

This pipe begins a job lasting for generations. Probably never, never again will the costly hands of a workman be needed to repair or replace it. For this is Reading 5-Point Pipe—the pipe that outlasts the building.

The reason for this remarkable endurance! Reading 5-Point Pipe is Genuine Puddled Wrought Iron! It is born in the puddling furnace, where fire and force mingle the pure iron with rust-defying silicious slag. It has been tested by more than four-score years of actual use. That is why you get proved savings with Reading 5-Point Pipe. There is no substitute for Genuine Puddled Wrought Iron.

READING IRON COMPANY  
Reading, Pennsylvania

Atlanta • Baltimore • Cleveland • New York  
Philadelphia • Boston • Cincinnati • St. Louis  
Chicago • New Orleans • Buffalo • Houston  
Tulsa • Seattle • San Francisco • Detroit  
Pittsburgh • Ft. Worth • Los Angeles • Kansas City



GENUINE PUDDLED WROUGHT IRON  
**READING PIPE**  
DIAMETERS RANGING FROM 1/8 TO 20 INCHES





### For Better Looking Lawns

Perfectly balanced, simple in design and exceedingly easy to handle, Toro Power Lawn Mowers have set a new standard of efficiency and dependability doing a clean job once over.

**Toro Park Special**, 30" mower, and **Toro Park Junior**, 22" mower,—both powered with Toro 1 1-2 H.P. single cyl., air cooled, 4 cycle motor.

Write for illustrated catalog of Toro grass-cutting equipment—used on over 2600 country clubs. Ask the Greenskeeper at your club.

**Toro Manufacturing Co.**  
3042-3146 Snelling Ave., Minneapolis, Minn.  
Service Stations in Leading Cities

## NEO-LEUM

FLEXIBLE—STAINLESS—REVERSIBLE  
NON-GLARING—NON-BREAKABLE  
DESK TOPS

Preserve your new desk tops—renew the old ones with these distinctive Neo-Leum Tops. Cut to fit, they are simply laid on. They enhance the appearance of any desk and office; make writing easier; and are restful to the eyes. Return many times their original cost through elimination of depreciation. Neo-Leum on duty in thousands of offices relieving eye strain, furthering efficiency and comfort, and protecting equipment. Wire today

for complete facts and attractive prices.

Neo-Leum Tops are widely imitated but never duplicated!



Dept. D

**Wagemaker Company, Grand Rapids, Mich.**

Gentlemen: Without obligation on my part kindly furnish Full Facts and attractive prices on Neo-Leum Tops.

Name .....  
Address .....

Attach to letterhead and mail Today!

## I Have Faith in Horse Sense

(Continued from page 33)

not be sidestepped. We farmers, as a class, are too prone to go off at half cock. If we see John Smith, a local hardware merchant, driving a fine new car, we conclude that John must be making money. No doubt if the truth were known John has been egged on by his family, or his pride, to buy something he can ill afford.

Many of us farmers could buy or sell John twice over after his liabilities were taken care of.

We drive into a great city and are overwhelmed by the sight of myriads of well dressed people, fine cars and impressive buildings.

How are we to know that many of these well dressed people are paying by the week for their clothes, and that by the time those clothes are paid for they will be worn out; that after the fine car owner has made a half dozen instalments after the initial payment, his car may be worth less than the balance due, and he must go on paying for a dead horse.

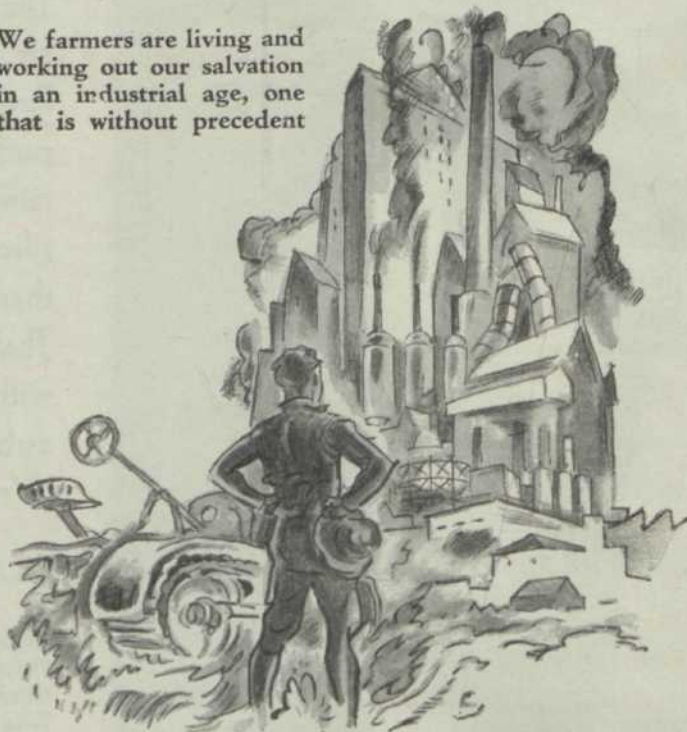
a nice farm somewhere. A place capable of growing most of the necessities of life and of producing for sale sufficient to provide for all cash outlay and leave a fair margin. Thus everybody is dissatisfied.

One-crop grain farmers, who are farming semi-arid lands that are inherently fitted for grazing at best, *do* need relief. In fact, there is only one year out of four or five, on the average, that they do not need relief. This applies in some degree to any form of one-cropping.

When we agree to curtail acreage so many of the wise boys step out on us that the net result is unusual overproduction and everybody loses.

If you influence our lawmakers to establish a board with power to stabilize the price of any given farm product so that there is a known quantity profit in raising it you can't put me or any of that quarter million or more ex-farmers in jail for tuning up the old tractor, oiling up the implements, rolling up our sleeves and going after a little of that profit ourselves.

We farmers are living and working out our salvation in an industrial age, one that is without precedent



How are we to know that many of these fine business blocks are steadily decreasing in value as the cities grow in unexpected directions; and that the owners of those fine looking residences are little better than renters, or perhaps not nearly so well off as renters.

Distance lends enchantment, far pastures are greenest, and the other fellow's job always looks easier than our own.

There is hardly a day of my life that some business or professional man with whom I am talking does not allude in some way to his hope of getting settled on

It wouldn't be many seasons until we busted the bank, as it were.

All in all, it looks like we must permit the situation to work itself out on nature's own plan—survival of the fittest—for we farmers are not united enough nor numerous enough to impose our wills on the nation for any great time, if at all.

Perhaps we will be better off to keep out of the other fellow's game, where we are certain to get a worse trimming than we are getting now; and strive harder to emulate the example set by those hardy souls who still make good.



# The "laboratory method" versus waste in crating



**M**ANY manufacturers are saving thousands of dollars in lumber, labor, space, freight and damage claims, through the elimination of their own crating departments and the purchase of crates, designed and cut-to-size, by Weyerhaeuser.

**I**T may seem a far cry from the general conception of a laboratory to the crating department. Yet by the application of the basic scientific principles of laboratory technique to crating, a large number of manufacturers have effected remarkable savings. Yet many of them previously thought, as perhaps do you, that their methods were thoroughly efficient.

The greatest lumber producing organization in the world has developed the Laboratory Method of Crating Analysis and Design which ferreted out crating leaks for these manufacturers—and stopped them by the use of scientifically designed crates, made of light weight Crating Lumber, cut-to-size and bundled ready for immediate assembly, or nailed into sections as the need might be.

If your own products are *standardized* it will pay you to have your crates analyzed by the Weyerhaeuser Laboratory Method. The service costs you nothing and does not obligate you in any way.

## WEYERHAEUSER FOREST PRODUCTS

### FABRICATED WOOD PARTS

Weyerhaeuser Forest Products has now entered upon still another phase in the program of broadening its service to industry. By contract fabrication at the mills of Wood Parts for later assembly into finished products it makes available the savings effected through large scale specialist manufacture. Your inquiry is invited.

## THE WEYERHAEUSER LABORATORY METHOD

### What It Is

- 1st A qualified Weyerhaeuser representative calls, sizes up any opportunities there may be for saving you money and makes the necessary arrangements for a scientific laboratory study of your packing needs.
- 2nd A sample of your product is shipped to the Weyerhaeuser Laboratory in Cloquet, Minn., in your present crate.
- 3rd Weyerhaeuser Crating Engineers study your crate from the standpoint of any improvements that can be made—in efficiency, appearance, amount of lumber consumed, freight saving through the use of lighter weight woods, less labor cost, greater ease or speed of assembly in the packing room.
- 4th A new crate is designed, built and tested in the laboratory.
- 5th The most economical and efficient kind, thickness and width of lumber is determined.
- 6th The most efficient order of assembly of the various members and sections is determined, also the correct method of nailing, the correct size of nails, and the best method of packing the merchandise into the crate for safe delivery to destination.
- 7th Your sample product is shipped back to you in the new crate—an actual shipping test. (Additional shipping tests are arranged for if necessary.)
- 8th Weyerhaeuser submits to you a detailed proposition for the furnishing of your crates, cut-to-size, and carried to any desired stage of fabrication that seems most practical and economical from your standpoint.

### What It Does

The Weyerhaeuser Laboratory Method of crate design stops the wastes in crating:

- 1st It saves in freight bills both by scientific design, eliminating excess members, and by the application of strong light weight woods.
- 2nd By furnishing your crates, made up in sections, or cut-to-size, neatly bundled and ready for assembly, it frees factory floor space for profitable manufacturing operations.
- 3rd It reduces to a minimum or eliminates investment in crating equipment.
- 4th It lowers overhead costs by cutting "no profit" shipping room operations to a minimum.
- 5th It reduces "bad condition" claims—by proper crate design as well as by assurance that only good lumber is used.
- 6th It lowers your freight bills on lumber. You pay no freight on waste.

**B**ACK of the Weyerhaeuser Laboratory Method—making it of sound practical use to industry—are all the Weyerhaeuser knowledge of lumber, expert crating experience and all the Weyerhaeuser resources in fine light weight woods and manufacturing and fabricating facilities. Even if non-standardization of your product—and consequently of your crating requirements—makes the use of Cut-to-Size Crates impractical, you will find that the use of Weyerhaeuser Light Weight Crating Lumber brings decided economies. We shall be glad to study your requirements by the Laboratory Method and make recommendations.



### Crating Division

## WEYERHAEUSER SALES COMPANY

208 South La Salle Street  
Chicago, Illinois



## Improving Your Product puts New Life into Sales

**W**E HEAR about bigger profits in 1929, but these are for those who are ever alert to changing their products—keeping pace with changing demands.

By consulting G. P. & F. engineers—allowing them to help in developing new products or improving old ones—you at once secure the benefit of 49 years' experience in pressed and stamped metal. This experience is utilized by thousands of manufacturers to put greater beauty and salability into their products—at reduced cost. For pressed metal requires less machining than castings—is lighter in weight, stronger, and more adaptable to modern shapes and designs.

For example, the body of the automobile jack shown on this page was an aluminum casting. It was too heavy—weighing 14 ounces. Strength was not uniform and it was too susceptible to breakage. Through the use of pressed steel G. P. & F. engineers provided a finished, complete shell weighing 10 ounces—four ounces less than the rough aluminum casting—and at exactly half the cost. Uniform strength was secured—chances of breakage eliminated.

Similar improvements and radical reductions in cost are possible in innumerable products and parts that are made of castings, forgings, wood parts, etc. Sending sample of your product, or blue print of a new model for recommendations places you under no obligation.

**GEUDER, PAESCHKE & FREY CO.**  
1371 St. Paul Avenue - Milwaukee, Wis.

**G.P.&F. STAMPINGS**  
"KNOWING HOW SINCE '81"



**GEUDER, PAESCHKE & FREY CO.,**  
1371 St. Paul Avenue, Milwaukee, Wis.

Send your Booklet "Stampings"  
to address below:

NAME .....

ADDRESS .....

COMPANY .....

When writing to GEUDER, PAESCHKE & FREY Co. please mention Nation's Business

## How Will the Farm Bill Work?

(Continued from page 16)

cents. Now, if the world market averaged \$1 during the period when the stabilization corporation had to sell its wheat abroad and the growers, with the assistance of the Farm Loan Board had raised the home price to \$1.42, the loss on that 200 million bushels would be 84 million dollars.

"That's the loss on only one crop. How long will that 500 million dollars Congress is talking about last if the Board decides that horse-radish, and cotton, and cabbage and mint and potatoes, and corn and livestock are all surplus crops and can be handled the same way?"

He expanded with the force of the argument he had made.

"How long," he repeated, "will it last?"

"Don't glare at me," laughed Henry, "I didn't write the bill. But I gather from the discussions at Washington that only wheat, cotton, corn, tobacco, and products quoted on the exchange will be eligible."

"Then if it can operate in only a few commodities, what are the other farmers going to do?"

### The Other Farmers' Course

"PROBABLY expand their acreage in the protected crops," Henry grinned and added hastily as his father started to speak. "Don't say it. You're going to tell me that this levels everybody's efforts, and you master farmers want to know where you head in. Right?"

His father nodded.

"Maybe it does," Henry agreed, "but I don't know how you are going to boost the price on farm commodities generally and at the same time get rid of the so-called marginal producer you hear so much about. There's a lot of other complaints you haven't made. You can say the Government is going a long way into business to provide funds and supervise the stabilization corporations. You can say the cooperatives will have to borrow money on marketing contracts to get money to do business and you can ask where they are going to borrow the money and I don't know. But they'll get it cheap. You can say the Federal Farm Board is a one-man Board—"

"How's that," his father asked. "I noticed there are to be several members. The President doesn't have to choose them from among the nominees of the cooperatives as we tried to fix it but there are several members."

"So there are," Henry told him. "One bill says there are to be five members to be paid \$12,000 each. But there is to be another whose salary is not set by Congress. He will probably be a super-member and dominate the whole works. He may even be a kind of czar but somebody



Pressed steel body of automobile jack, produced by G. P. & F. at a 50% saving over aluminum casting formerly used.





has to run this, and a man who can do the job right will be worth more than \$12,000 a year.

"But even if he is a czar, he will have plenty of advice because each commodity will be represented by a committee whose sole duty will be to keep him fully informed of its desires. When he and the stabilization corporation decide to sell, if the price rises later they will have sold too quickly, and if they can't prevent wide fluctuations, they will be all wrong. If they can't raise the price of products so they bring the farmers' purchasing value up to the level with industry's, then the advisory councils are likely to make it pretty unpleasant for the czar."

Henry paused to light a cigaret.

"You used to tell me," he said, flipping the match toward the fireplace, "that there are a lot of ways to skin a cat. You've just skinned this one your way. Now let's skin it mine."

"Had you stopped to think that, when the stabilization corporation starts to buy and the price starts to advance behind the tariff wall, no independent exporter can afford to buy for export for he would have to sell on low, world markets?"

"Right," his father nodded.

"There's another point you didn't consider," Henry said. "These stabilization corporations are set up by the cooperatives. The Government will lend them money for working capital and sit in on the making of charters and by-laws but it will have no more to say unless they start manipulating prices too high. That makes it plain that the stabilization corporations are to be managed by and for the cooperatives."

He paused.

"What are we waiting on?"

### Cooperatives Can Keep Mum

"TO LET that sink in. It's important. It means that these cooperatives, operating their corporations, don't have to tell what they are going to do in the market as the Government would if it were to play fair with other operators."

"Suppose, now, early in the Fall cooperatives buy, through their corporation, a lot of wheat. I don't mind wheat owned by cooperatives. They just pick up wheat quietly and quickly in a number of large markets. The price here begins to rise because the wheat is taken off the market so promptly."

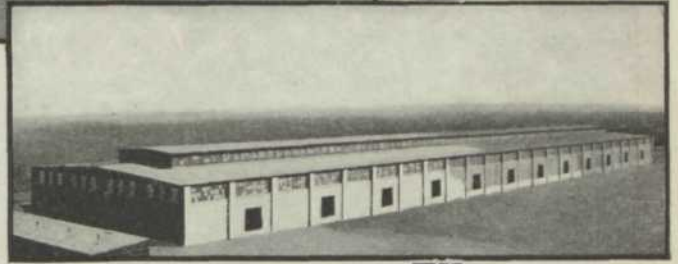
"The cooperatives sit tight and then take still more wheat off the market. Prices climb steadily under this manipulation. The corporation quickly sells part of its low cost wheat abroad."

"At the low world price," his father put in joyously, "and the corporation takes a loss just as I said."

"Right," answered Henry, "but who owns the corporation? The co-ops. The bill says losses sustained by the corporation shall not be passed on to the cooperatives but I can see where they might be



These are two of the structures designed and built by Ferguson Engineers for the Procter and Gamble Company, famous makers of Ivory Soap, who have awarded this organization seventeen separate engineering and construction contracts during the last ten years.



# THERE can be only one reason for the large percentage of Ferguson business that comes as a result of previous work—and that is the customer's genuine satisfaction.

Time and time again, many of America's greatest industries have returned to the Ferguson organization for engineering counsel, new buildings, plant additions. Their confidence has been won by past performance and past satisfaction.

Ask any Ferguson customer and he will tell you the same story—"Sound engineering—highest grade construction—prompt completion—satisfaction."

**THE H. K. FERGUSON COMPANY**  
Hanna Building . . . . . Cleveland, Ohio

## Ferguson

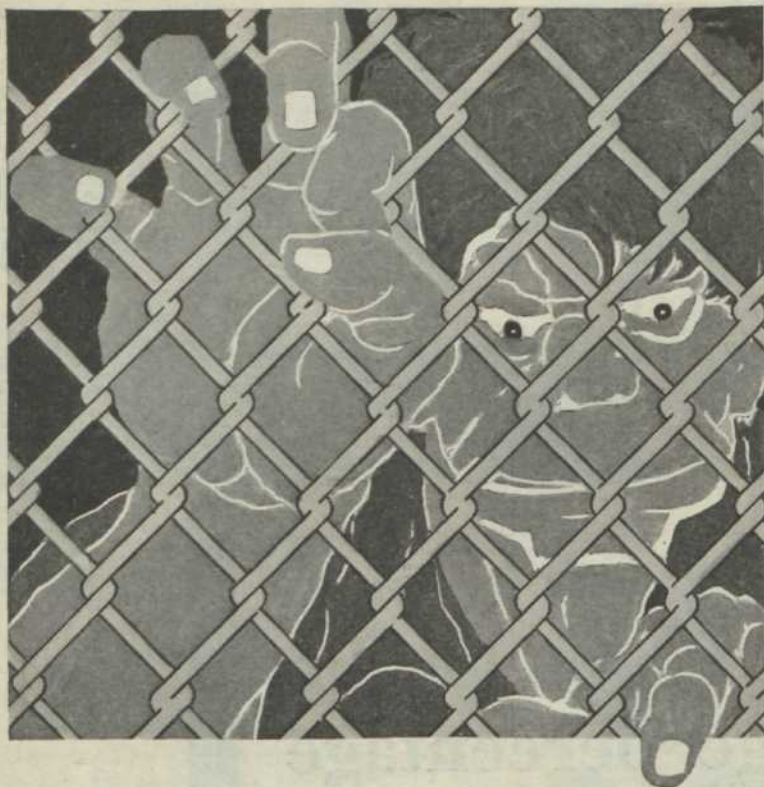
ENGINEERS

NEW YORK . . . PITTSBURGH . . . DETROIT . . . BIRMINGHAM . . . TOKIO, JAPAN

When writing to THE H. K. FERGUSON COMPANY please mention Nation's Business

The Ferguson "Cross Section", published monthly, contains a fund of information for executives interested in engineering and construction problems. This month—a feature article on "Cutting Power Costs." A request from you on your letterhead will bring it to you gratis.





## when Wire becomes Fence

**T**heft, vandalism and arson are banished . . . a new respect for property rights comes into being . . . the entrance to and the exit from private properties are controlled . . . when wire becomes fence.

In the past, when wire was woven by hand, few could afford chain link fencing. Today automatic machines have replaced the hand looms because . . . scientific research has shown the way and strict adherence to prescribed method of manufacture follows it in producing uniform wire . . . wire that may be worked with automatic high speed machinery.

For years the Wickwire Spencer Steel Company has been the leader in the production of uniform wire and wire products. Due to their far-sighted though costly investigation, due to their faithful care in manufacture . . . protective fencing is within reach of everyone.

### WICKWIRE SPENCER MAKE UNIFORM

Wire of all kinds  
Wire Rope  
Wire Reinforcing Fabric  
Clinton Wire Lath  
Wire Screen Cloth  
Wire Poultry Netting  
Chain Link Wire Fence  
Wire Springs & Spirals  
Wire Kitchen Utensils  
Wire Bathroom Fixtures  
Wire Grilles & Cages  
Wire Diamond Mesh  
Perforated Metal Grilles  
Perforated Metal Screens  
Perforated Centrifugal  
Linings  
Wissco Card Clothing

### WICKWIRE SPENCER STEEL CO.

43-49 EAST 42ND STREET NEW YORK CITY

Worcester  
Buffalo  
Cleveland

Chicago  
Atlanta  
San Francisco

Los Angeles  
Seattle  
Portland



## WICKWIRE SPENCER

Wire Products

willing to bear these losses for a while at least because they have benefited most through the rise in prices.

"You see the corporations have advanced the price of wheat by dealing in other than cooperative wheat. The cooperatives have held their wheat and have sold on the high, protected market. They are sitting pretty and can't lose. The corporations wouldn't have to handle a very great volume to turn the trick. This scheme would work on pork, for instance, even more easily than it would on wheat."

"Maybe it would for a while," his father agreed. "It would give the farmers control of their marketing channels but it would need a real financial genius to do it. And how about forcing all farmers into cooperatives? They'd come in like flies and, when you get all the farmers in the cooperatives, where is the stabilization corporation going to get the grain to do these pretty tricks?"

"Lesson's over," said Henry, rising, "you'll have to answer that question for yourself."

His father grinned a little sheepishly.

"I guess it isn't so hard to answer that. If all the farmers were in cooperatives we wouldn't need any equalization fee or debenture plan to dump our surplus wheat at the world price and sell at home at a good price behind a tariff wall."

## Labor's Platform

**W**HEN the American Federation of Labor held its annual convention in New Orleans recently it decided on a program for 1929 which includes six major activities. These will afford food for thought to those who are interested in bringing about workable understandings between labor and capital. The program follows:

1. A continuation of efforts to prevent courts from issuing injunctions in labor disputes. This includes an endorsement of the Shipstead Bill in its original form.
2. Effort to extend the immigrant quota laws to apply to Mexico and to Central and South America.
3. A centering of labor organization efforts on the Southern States, particularly with respect to labor employed in textile and tobacco factories.
4. Endorsement of government regulation of the bituminous coal industry, including support of the Watson-Rathbone Bill.
5. A continuation of the Federation's opposition to employe representation in industry.
6. Advocacy of old-age pension laws in various states.

In addition, the convention endorsed the movement of a five-day week, and urged the limitation of the work period to the end that the total output might be reduced.



## This Business of Making Men

(Continued from page 34)

any channel and make it effective. The important thing is the degree of voltage, and that must come by making the men desire to educate themselves.

At one time there was a theory that the way to make men educate themselves was to let them select the subject in which they were interested and study that. The trouble is that nine boys out of ten at college age have no real interests. If you ask them what their interest is they will select the thing that offers the least obstacle. In other words, their object, instead of trying to cultivate their minds by effort, is to attempt to cultivate their minds with the least expenditure of energy.

That is the wrong way. Anyone who deals with young men realizes that almost anyone will become interested in that which he really does earnestly. In other words, doing comes not from interest, but interest comes from doing.

The business man is not interested in the things he is doing because he was born with a natural interest for that particular kind of business. He could have slid into something else. But as soon as a man does a thing, and tries to do it well, he becomes interested in doing it. He feels that it is worth while.

Such is the way we are trying to educate our students. I believe all the colleges in the United States are aware that there has been too little energy put voluntarily into their work by students. We believe that our product has improved, but everyone can help us improve it more.

### "Getting By" Is not Enough

WHEN your son goes to college do not be satisfied that he gets by, creeps through and obtains those other very substantial advantages which come from college. Feel that he goes there to get an education, and let him understand that it is an education you expect him to get.

Strangely enough many parents do not desire that their sons shall get an education. In other words, they do not seriously care whether they leave college with a well trained and self-trained brain which can be turned into fields of great utility for this country. Then why do they send them to college? I do not attempt to answer that question.

I believe, however, that any man is entitled to think the particular thing in which he is engaged the most important for the country. I believe our product of men is the most important for the future. And I believe parents should help to hold up our hands in making good that product which will determine the fate of America in the next century.

# Sure-Footed

## RACING

## HORSE POWER



**ROLLING  
SURFACES  
DISCOURAGE  
WEAR**

## ▲▲ with Diamond Roller Chain ▲▲▲

**H**IGHER speeds... the trend of industry... demand drives which translate costly horse power into speed without undue loss. Diamond Roller Chain applies 98 to 99% of your H. P. to the shaft it is meant to speed... because Diamond Chain rolls at all points of contact, reducing friction, conserving power.

This simplest of all chains is made of the toughest, longest wearing steel for the purpose... reducing maintenance. Efficient on short or long centers, it is more adaptable than belts or

gears... has none of the disadvantages of either. Quiet in operation... made in a wide range of sizes and in single or multiple strands... Diamond Chain improves any power drive or internal machine drive... up to 3600 r. p. m.

Booklet 102A—"Reducing the Cost of Power Transmission"—describes and illustrates how leading manufacturers have secured marked saving in power with Diamond Roller Chain—savings important in profits and competition. Mail the coupon for this stimulating booklet.

**DIAMOND CHAIN & MANUFACTURING COMPANY**  
417 Kentucky Avenue, Indianapolis, Indiana

# DIAMOND CHAIN

(ROLLING ~ AT POINTS OF CONTACT)



DIAMOND CHAIN & MFG. CO.  
417 Kentucky Ave., Indianapolis, Ind.

You may send complete information. We are interested in the possibilities of Diamond Chain for:

☐ Power Transmission Drives—Booklet 102A.

☐ Machine Applications—Booklet 104.

Name.....

Address.....

City.....

State.....

When writing to DIAMOND CHAIN & MANUFACTURING COMPANY please mention Nation's Business

(8819)



## Bankers to Industry Everywhere

The.....Co. retails oil burners in a suburban town. In a typical month sales on the deferred payment plan totalled \$3,633.00. This dealer discounts customer notes with the nearby C. I. T. local office which also attends to the monthly collections. Using C. I. T. Service credit sales are as easy to handle as cash sales and working capital is not tied up in banking customers who ask for terms.



## The Local Merchant Deserves the Best in Finance Service

C. I. T. financing service is used by merchants in practically every city throughout the country. They value it for low rates, prompt action, freedom from "red tape" and for the kind of cooperation that can only come from bankers who know every phase of credit merchandising.

These features and others explain

why lately so many leading manufacturers after comparative investigation have selected C. I. T. Service for recommendation to their dealers. They want all their dealers to have the benefit of the financing facilities which they know many of the most successful merchants have been regularly using for years.

Write for C. I. T. Plans covering Credit Sales of

Aircraft  
Automobiles  
Barbers' Equipment  
Boats  
Bottling Machinery  
Contractors' Equipment  
Conveyors  
Dairy Machinery  
Electric Appliances  
Embossing Machines

Farm Machinery  
Furniture  
Garage Equipment  
Gas Equipment  
Hotel Furnishings  
Musical Instruments  
Office Equipment  
Oil and Gas Heaters  
Organs  
Pattern Machinery

Pianos, Phonographs  
Printing Machinery  
Radios  
Refrigerators  
Saw Mill Machinery  
Store Fixtures  
Textile Machinery  
Washing Machines  
Welding Machinery  
X-ray Machines

and many other products

## COMMERCIAL INVESTMENT TRUST CORPORATION

Executive Offices, One Park Avenue, New York

Subsidiary and Affiliated Operating Companies with Head Offices in New York...Chicago...San Francisco...Toronto...London...Berlin...Paris...Brussels...Copenhagen...Havana...San Juan, P.R....Buenos Aires...Sao Paulo...Sydney, Australia...Offices in more than 100 Cities.

# CAPITAL AND SURPLUS \$50,000,000.

When writing to COMMERCIAL INVESTMENT TRUST CORPORATION please mention Nation's Business



# What the World of Finance Talks Of

By MERRYLE STANLEY RUKEYSER

**M**EN continue to talk cautiously, if not bearishly—and to hold on to their good stocks.

Through the late Winter and early Spring, average stock prices held fairly steady despite an avalanche of scare propaganda from official and other quarters. The resistance of the stock ticker to such psychological developments reflects confidence concerning the long term future of the shares of leading American corporations. Financiers, with portfolios of securities acquired at much lower levels, are disinclined to lose their position in order to take advantage of short term price swings.

The very wealthy, subject to a 20 per cent surtax, find profit-taking costly and therefore unattractive. The tax factor gives them an incentive to hang on, feeling that the Government's contingent interest in profits on resales gives them a 20 per cent margin. In other words, such operators can sit through a 20 per cent reaction and be no worse off than if they had sold out at the peak, and shared their profits with the Federal Treasury.

Charles E. Mitchell, chairman of the National City Bank, believes that this tax factor is a primary influence in making artificial security markets. He thinks that excessive brokers' loans can be reduced if the Federal Government will cease to regard capital gains as income for tax purposes. There is much scientific merit in the argument. The impartial National Bureau of Economic Research, in its economic studies, ignores capital gains. The British viewpoint confirms this judgment.

The political prospects of Mr. Mitchell's proposal do not seem favorable for the average man would not like to see the Wall Street "gambler" exempted

from a tax which bears heavily on the salaried worker and "legitimate" business man. Possibly this objection could be met by taxing profits made over a short period but exempting those made through long term investment.

IN RECENT weeks, the man on the street has been discussing credit. Curbstone analysis of this subtle and baffling subject has not always been enlightening. Even the specialists, however, have radically disagreed in their diagnosis. Each economist who was consulted by the Federal Reserve Board seemed to have a different viewpoint. The truth is that economics is an inexact science, and the great need is more research and study, and less dogmatism.

Confronted by an excessive gold supply which prevented the automatic restraints from operating the Federal Reserve

Board has sought to substitute intelligence or discretion for the automatic checks effected by the rise and fall of gold reserves. It has been making an experiment along the lines of a managed currency which John Maynard Keynes, the British liberal, believes is better than the old-fashioned gold standard.

Unworried about the adequacy of legal reserves, the Board has made a gesture in the direction of credit conservation. Instead of permitting speculators to take advantage of all the expansibility of present huge gold reserves, there has been a desire to earmark some of the gold for the bona fide needs of the future—domestic and foreign.

GETTING closer to statutory responsibilities, the Board has been concerned for some time over the so-called misuses of Federal Reserve credit by certain member banks. It objected to the habit of some member banks of remaining as permanent boarders at the table of the Reserve System. It looked askance at those institutions which were either borrowing permanently or with undue frequency. The Board felt that such banks were improperly using Reserve credit, which was intended for emergencies and seasonal peaks, as capital.

They especially resented such practices if the member banks at the same time were heavy lenders of call funds at the Stock Exchange. This does not mean that the Board objects to member banks borrowing at the Reserve Banks to put out call funds to tide over emergencies, as the National City Bank did on the panicky market session of Tuesday, March 26.

Although Senator Carter Glass of Virginia asked the Federal Reserve Board to discharge Mr. Mitchell as



## Business Has a Generous Heart

Sharing its plenty with a greater generosity than ever before, American business last year gave \$2,330,600,000 to philanthropy. Churches received the greatest gifts, but charity, education and advancement of health were causes that also gained large contributions



## Information for Traders

THE successful trader in securities needs to have at his daily call, current developments in the issues in which he is directly interested and timely information covering stock market movements. ¶Our Information Department, comprising a staff of our most experienced market statisticians working under the direct supervision of two partners of this firm, provides our customers daily with the kind of data they require.

*This service is available at all of our offices. We shall be glad to discuss with you, in detail, how to open an account with us.*

## HORNBLOWER & WEEKS

ESTABLISHED 1888

BOSTON	NEW YORK	CHICAGO	CLEVELAND
DETROIT	PROVIDENCE	PORTLAND, ME.	PITTSBURGH

Members of the New York, Boston, Chicago, Cleveland, Pittsburgh, and Detroit Stock Exchanges and the New York Curb Market Association



## Investment Trusts

While the investment trust is recognized as a valuable aid to the individual investor in simplifying his investment problems, the distinct differences in the rights of shareholders or participants in the many investment trusts now in existence or being formed, make necessary a careful analysis before choosing among them.

We gladly offer our services in this respect without obligation to you.

## OTIS & CO.

Established 1899

CLEVELAND

New York	Chicago	Philadelphia	Detroit	Cincinnati
Denver	Kansas City	Toledo	Akron	Columbus
Louisville	Colorado Springs	Canton	Massillon	

MEMBERS: New York, Chicago, Cleveland, Detroit and Cincinnati Stock Exchanges, Chicago Board of Trade, New York Cotton Exchange and New York Curb Market

a class A director in the Federal Reserve Board of New York, the Board has no criticism to make of his conduct in averting a money crisis by letting it be known that a fund of \$25,000,000 was available.

Members of the Board, however, would have preferred that in his public statement Mr. Mitchell had indicated that such a procedure was not inconsistent with the Federal Reserve policy, instead of letting some people infer that he was defying the Federal Reserve. Irrespective of phrasing, well informed individuals have understood that Mr. Mitchell perceived the need of restraint in the use of credit for speculative purposes.

TO A substantial extent, the custom which has grown in the last two or three years of using Federal Reserve credit permanently by some member banks, has already been corrected. The Federal Reserve authorities have preferred to deal individually with recalcitrant banks, rather than penalize all banks with a higher rediscount rate. Members of the Board recognize that their policy must be carried out with moderation, for some banks on which heavy drafts of gold have been made find it difficult to get out of debt to the Reserve Bank.

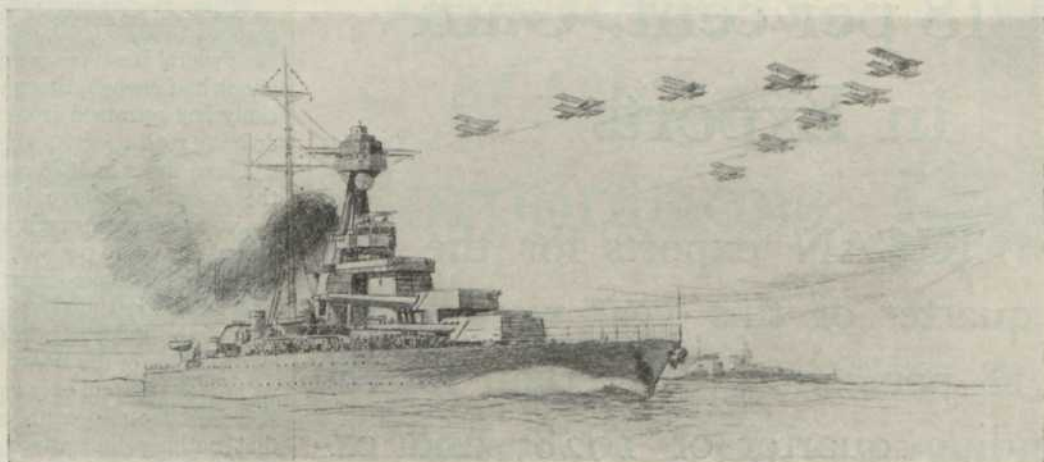
Some members of the Board are satisfied if such banks are not increasing their obligation at the Federal Reserve Bank and if they are at the same time gradually reducing their speculative loans.

In reducing indebtedness to the Federal Reserve Banks, member banks can liquidate either through reducing loans or selling securities. For some time many out-of-town banks have been reluctant to sell securities because of the poor bond market. To some extent, bank holdings of bonds have become frozen. Selling at current prices in numerous instances entails taking a loss, and hired executives of banks are reluctant to go before their boards of directors and confess that they found it necessary to dispose of bonds at lower prices than they originally paid for them.

IN PUBLISHED statements, the Board has indicated a desire to see a curtailment of the rate of flow of credit into brokers' loans. For four weeks following March 20, when brokers' loans reached a new high level, there were successive decreases, largely in response to Federal Reserve pressure. In the fifth week—next to the last in April—there was a reversal with a rise of \$67,000,000 for the week in brokers' loans. In the previous month there had been a reduction of \$368,000,000 in brokers' loans.

The total toward the end of April was \$177,000,000 lower than the aggregate on February 6 when the Federal Reserve issued its first 1929 warning, though it was still \$162,000,000 higher than at the outset of the year and \$1,348,000,000 above a





## *Guardians of the Battle Fleet* ALL NEW ENGLAND POWERED

**T**wo hundred and six fighting planes journeyed south with the Fleet this winter for maneuvers. And the motor in every plane was *New England built*. An amazing fact and one which bears witness to the progress the aviation industry is making here. Already leading manufacturers of planes, motors and equipment are located here. And they have located wisely, for New England offers skilled

labor, abundant power, established airlines and airports.

Aviation is comparatively a new-comer here and it joins a list of 217 separate and distinct industries. It increases the amazing diversity of industry which makes New England's prosperity *independent of any single line*. If you are considering a new factory location let us tell you of the many advantages New England offers.

### *The* **FIRST** NATIONAL BANK *of* BOSTON

1784 \* \* 1929

CAPITAL & SURPLUS \$50,000,000

*New England's Largest Financial Institution*



# An 18 per cent. Gain in Exports

**A**ERICAN exports for the first quarter of this year were nearly 18 per cent. greater than for the corresponding quarter of 1928; and exports for 1928 were greater than for any year since 1920.

Adequate banking service is a highly important factor in our foreign trade. The Guaranty has for many years financed a substantial share of our exports and imports.

This business has come to us because of our long experience in this field, our exceptional facilities, and the close and expert attention given to our customers' interests.

We invite business houses to consult us on our service in financing exports and imports and in all the various phases of commercial banking.

## Guaranty Trust Company of New York

140 Broadway

NEW YORK

LONDON

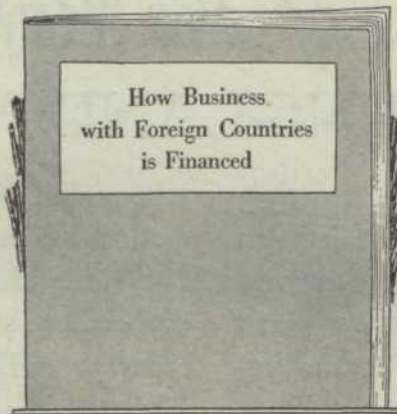
PARIS

BRUSSELS

LIVERPOOL

HAVRE

ANTWERP



*This booklet explains, with many illustrations, the methods and forms generally used in modern foreign trade financing. It will be sent to interested executives on request.*

year ago. The total at the end of April was \$301,000,000 below the peak reached March 20. Such reduction in brokers' loans was partly offset by a net increase in collateral loans by banks directly to customers.

When the reduction in loans had reached \$368,000,000, one spokesman for the Federal Reserve viewpoint said it was about half enough, though the Board officially has refrained from setting up any definite goal.

Three times in 1928 and again in 1929 the Federal Reserve has shown great power to influence credit and market conditions for short periods, but in the long run basic economic forces become operative. In the last analysis, the chief influence of the Reserve is in *timing* changes. One member of the Board told me that he regards the system only as a sort of shock absorber. He also expressed the opinion that nothing that the Federal Reserve Board could have done in the last year would have greatly changed the financial situation.

A PRINCIPAL objective of the Federal Reserve Board has been to get lower rates of interest for business. For weeks, it has kept its own rediscount rate below open market rates in order, sentimentally at least, to contribute ease to interest rates charged business and agriculture. Though business has had to pay at least one per cent higher interest rates than in the 1922 to 1927 period, there has been a preferential rate for business, which has obtained funds at lower rates than speculators. Incidentally, such a differential has continued pretty regularly since the war, and is partly the result of the Federal Reserve Act which makes commercial loans eligible for rediscount and ordinary collateral loans ineligible.

My recent conversations with members of the Board indicated that they recognize that they are dealing with an unprecedented situation, and that they are testing out conditions as they go along. Their method is experimental. Accordingly, they are being subjected to criticism from some quarters on the ground of inconsistency and indecisiveness. They do lean toward a cautious attitude.

For weeks they have been holding down the rediscount rate, though threatening further disciplinary action if necessary to correct the Wall Street loan situation.

LOUIS J. HOROWITZ, president of the Thompson Starrett Company, in connection with the celebration of 25 years of service of six of the directors of the immense construction company, sought to bring Ralph Waldo Emerson up to date.

"Great institutions," Mr. Horowitz said, "are not as Emerson supposed, 'the lengthened shadow of one man' but rather the composite shadow of many men reaching out for a single objective."

That is a new philosophic expression of



the novel spirit of cooperation in American business, with organization, rather than individual genius, coming increasingly to the fore.

Mr. Horowitz's argument is slightly weakened by his own example, for he has been the prime factor in the building up of his company since he joined it some 24 years ago.

I HAVE compiled a list of the ten most significant contemporary figures in finance and trade, from an American viewpoint. The list includes—J. P. Morgan, Andrew W. Mellon, Owen D. Young, Henry Ford, John D. Rockefeller, Sr., Hjalmar Schacht, Montagu Norman, Charles E. Mitchell, Pierre S. du Pont and Oris P. Van Sweringen.

Other observers have other ideas. If there were an eleventh, I would select Sidney Z. Mitchell, chairman of the Electric Bond & Share, and an outstanding personality in the development of the power and light industry. George F. Baker, veteran head of the First National Bank, should be near the top of such a list. Mr. Baker's associate, Myron C. Taylor, chairman of the finance committee of the United States Steel Corporation, is another prime figure, and his star is still in the ascendancy.

SPEED is a unique characteristic of our new economic civilization. High-powered automobiles and trains, airplanes, radio communication—these are the instrumentalities for annihilating time and space. Their development is changing our sense of values.

Paul W. Chapman, 48 year old financier who recently acquired the fleet headed by the Leviathan from the Shipping Board, in announcing that his company would satisfy the new craving for speed by supplementing steamship service with airplanes, challenged the wisdom of the new emphasis on mere celerity.

"Personally," he pointed out, in an interview, "I don't quite understand this craving for speed by folks who are pleasure bent. I often wonder what people do with the extra day they may gain in taking the fastest ship to Europe, or with the three or four minutes they save by taking a mauling in a subway express when they could just as well ride in a local.

"But if they want speed, it is the business of a transportation company to give it to them, and that's what I'm going to do."

ECONOMIC nationalism is growing. In England, it resulted in the attempt to prevent American shareholders from participating in a new issue of stock of General Electric, Ltd. After protests, the management has backed down. Moreover, T. B. Macauley, president of the Sun Life Assurance Company of Canada, asked

# To Stockholders of Close Corporations:



## We have a plan which will accomplish these things:

.....1.....

Each stockholder will know definitely what will become of his interest in case of his death.

.....2.....

Each stockholder will be compensated for his interest, and to its *full value*.

.....3.....

Each stockholder will know that the surviving stockholders will have funds available to purchase his stock.

.....4.....

Each stockholder will be assured that there will be no introduction of unknown, outside interests to disrupt the smooth working of the affairs of his close corporation.

THE Equitable has prepared a booklet, "To Officers of Close Corporations," in which the method of accomplishing these four points is explained. *Send for a copy today.*

LONDON • PARIS  
MEXICO CITY

Total resources  
more than  
\$550,000,000

© E. T. C. of N. Y. 1929

**THE EQUITABLE  
TRUST COMPANY**  
OF NEW YORK  
11 BROAD STREET

When writing to EQUITABLE TRUST COMPANY OF NEW YORK please mention *Nation's Business*



# B

## EDAUX LABOR MEASUREMENT ESTABLISHES DEFINITE RELATION BETWEEN MEASURED EFFORT AND WAGES PAID. THEREIN IS FOUND THE BASIS FOR MUTUAL CONFIDENCE AND UNDERSTAND- ING BETWEEN MANAGEMENT AND LABOR.

*The application of a common denominator in the measurement of human power was originated by Chas. E. Bedaux.*

*Today, this principle is successfully applied under his personal control in industrial plants.*

### THE CHAS. E. BEDAUX COMPANIES

THE CHAS. E. BEDAUX CO.  
OF NEW YORK, Inc.  
NEW YORK CITY

THE CHAS. E. BEDAUX CO.  
OF PACIFIC STATES, Inc.  
PORTLAND, ORE.



THE CHAS. E. BEDAUX CO.  
OF ILLINOIS, Inc.  
CHICAGO

CHAS. E. BEDAUX, Ltd.  
LONDON, ENGLAND  
SOCIETA ITALIANA BEDAUX  
TURIN, ITALY

DEUTSCHE BEDAUX GESELLSCHAFT, M. B. H.  
HANNOVER, GERMANY

## "FISCAL—MANAGED" INVESTMENT TRUSTS

### Independent Management is a spear that knows no brother

Quality of investment trust management determines quantity of investment trust income. Income that will exhibit staying power in possible lean years as well as expanding power in fat years. Authorities agree that management is vital.

United States Fiscal Corporation furnishes independent management to investment trusts. It has no entangling financial alliances. No money-interest or policy-interest in any issue of securities. Operations are determined solely by intrinsic merit, outlook, and the best interests of investors, as judged by a staff of experts.

Send today for "Four-Year Analysis" of  
FINANCIAL INVESTING CO.  
of NEW YORK, Ltd., one of the  
United States Fiscal Corporation group.

Ask for Booklet A-1

## SMITH, REED & JONES

INCORPORATED

### Investment Securities

The Chase National Bank Building  
20 Pine Street New York

Parliament for permission to issue new shares which would be sold only to Canadians.

Following these demands, P. W. Chapman & Company limited the sale of shares in the new United States Lines, Inc., to citizens of the United States. The Chapman restriction probably was in accordance with an agreement with the Shipping Board that the ships would be kept under American control.

These restrictions are artificial, for capital is international. It ill befits the British to put up nationalistic barriers to finance for they are the ones who taught the rest of the world the game of international finance.

A LEADING industrialist, who asked that his name be withheld, in discussing with me the effect of the renaissance of the Ford Motor Company on the rest of the automobile industry, remarked, "I feel that there has been a great shortage of the low priced automobiles since Ford's production was curtailed. Probably this shortage has not yet been filled; but, all said and done, Ford's 'come back' is only restoring things to a normal and healthy position, which no other manufacturer should regret."

TELLING the Federal Reserve Board how to proceed has become a popular national pastime, succeeding Mah Jong, cross word puzzles and "Ask Me Another" games.

Dr. Jeremiah W. Jenks, of New York University, mildly chastises the Board for following instead of leading the procession. The doctor embodies his prescription in these words, "When there seems to be a tendency for business to fall below normal the Federal Reserve Board should begin promptly to forestall this tendency by buying securities; following this up, if need be, by lowering the rate of interest. The opposite policy should be followed when business is increasing, faster than is normal. Let the Board lead, not follow.

"The chief business of the Federal Reserve Board is to conserve and promote the ordinary course of business; to prevent undue slackening of business on the one hand and undue promotion of business on the other. It must represent the agricultural, industrial and commercial interests of the country, not the speculative interests."

ROBERT P. LAMONT, new Secretary of Commerce, in discussing the business situation with me, expressed special interest in the fact that car loadings had indicated that trade gains were well diversified, and were not represented by an undue bulging in any single commodity entering in rail traffic. Moreover, he was impressed with the absence of commodity



inflation. As a matter of fact, at the beginning of May, commodity prices stood approximately where they were a year ago—somewhat below the peak attained last September. In April wool and rubber prices dropped sharply; print cloths, burlap, shellac, lard, tallow, and cottonseed oil also declined; zinc dropped below its recent summit, and wheat has fluctuated irregularly amid the political talk of farm relief.

The Harvard Economic Society reports that continued decline in its "sensitive price index" points to a curtailment in production by basic industry that would probably exceed the normal seasonal setback which is usually expected to come later in the Spring.

EDWARD A. FILENE, Boston department store owner, believes that the way to prolong and conserve prosperity lies in heightening exports to take care of the products of mass production.

"Every man," he points out, "wants to be a good citizen and to have a competence. He wants to be able to earn enough to support his family in comfort, to educate his children, and enjoy some of the luxuries of life. When he can accomplish this he is usually a good citizen at peace with the world.

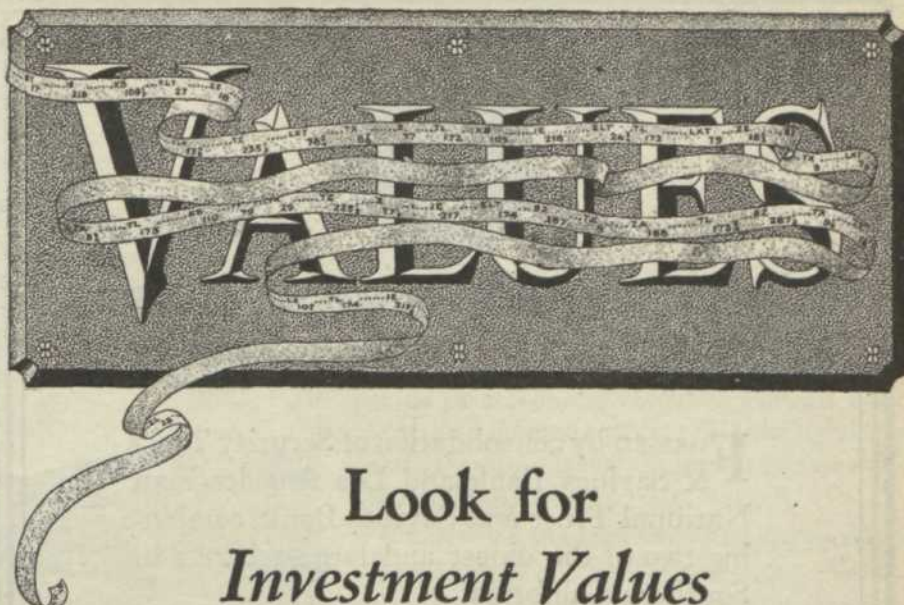
"When the masses of people of any nation have this decent standard of living, that nation is most likely going to remain at peace with the world.

"So we come back to the fact that *foreign trade* and good foreign relations are the basis of Peace and Prosperity—that all we can do to help foreign trade and to cultivate the friendship of other nations not only serves our best personal interests—helps to keep us profitably employed—but also serves the best interests of our country and the peace and progress and prosperity of the world."

IN SPITE of the multiplicity of remarks and resolutions on Capitol Hill, it seems unlikely that any legislation designed to exterminate the sucker in Wall Street will pass in the present session. Such patent medicine remedies of legislators have historically done more harm than good along economic lines. The individual bears a responsibility for his own conduct and to succeed must exercise initiative, intelligence, and prudence.

ALTHOUGH the automobile industry is climbing to new peaks, the rate of growth has slackened in recent years. Even the present production would not be disposed of, were it not for a rapid rise in exports of motor vehicles.

When the bugaboo of saturation looms, the mere replacement demand is almost enough to keep the industry prosperous, if it can continue to attune production to demand.



## Look for *Investment Values* Behind the *Price Quotations*

IN normal markets day to day security prices are of slight importance to the conservative investor whose chief object is not speculative profit but safety and dependable income.

In periods of enforced liquidation, however, when securities are sold in larger amounts than the market can absorb, the investor enjoys the unusual opportunity of acquiring good investments at prices far below their intrinsic value.

*Such opportunities are  
available today*

How the securities of some of the foremost public utility companies in the United States may be employed to augment your investment return is described in our booklet "Increasing Your Income Return." A copy will be sent on request.



# G. L. OHRSTROM & Co.

INCORPORATED

Forty-Four Wall Street, New York

PHILADELPHIA  
225 South 15th Street

BOSTON  
30 Federal Street

CHICAGO  
231 South La Salle Street

LOS ANGELES  
650 South Spring Street

MINNEAPOLIS  
Baker Building

DETROIT  
Buhl Building

MILWAUKEE  
45 East Water Street

ST. LOUIS  
Liberty Central Building

SAN FRANCISCO  
Russ Building

LONDON, ENGLAND  
1 Royal Exchange Ave.





## SECURITY-FIRST NATIONAL BANK OF LOS ANGELES

Capital, Surplus and Undivided Profits \$50,000,000

**F**ORMED by consolidation of Security Trust & Savings Bank and Los Angeles-First National Trust and Savings Bank, combining two of the oldest and largest banks of Southern California.

The Security-First National is fully equipped to do every kind of banking business, and has branches extending from Fresno and San Luis Obispo to the Imperial Valley.

**HENRY M. ROBINSON**  
*Chairman of the Board*

**J. F. SARTORI**  
*President and Chairman of the  
Executive Committee*

## Industry's Man in the Cabinet

(Continued from page 36)

placing \$100,000,000 worth of orders a day. After the war came the investigation by the Attorney General and it was found that not one penny of that vast sum had been misapplied, fraudulently applied or wastefully spent. It is no wonder that he got the Distinguished Service Medal.

He is tall and well set up, thin flanked and big boned with wide, lean shoulders. His name would seem to trace to a Scotch ancestry, but his parents were both Canadian Scotch who had moved to Detroit. He has sandy hair and bright blue eyes and a military air.

He did not become soldierly while he was bowing over a desk in Washington, of course. There is a tradition that he used to slip back to the office at night during the Summer, so that he could work in comfort with his collar off and his uniform coat hung over a chair. That soldierly air probably dates back to the time when the Lamonts carried claymores and considered the bagpipe the pet property of Music, Heavenly Maid.

It has been observed of Mr. Lamont that he would look well right now in kilts and with a bonnet cocked sideways on his head. The odd thing about that observation is that every person makes it for himself.

### He Worked for Love of Work

MR. LAMONT'S parents were in fair circumstances and he did not have to work his way through the University of Michigan. Yet after a couple of years in college he took a summer's job as draftsman in the shops of the Michigan Central. At the end of the first Summer he liked it so well that he kept on for two full years.

"No, I did not need the money."

Why does the man refuse to be romantic? When he decided to return to college and get his B. S. degree, his graduation thesis offered a design for an all steel box car. This was in 1891. It took the box car makers ten years to catch up to him. Mr. Lamont did not tell me this. I had to dig it out of the files. As a civil engineer he worked on the first Chicago World's Fair.

By 1912 he was president of the American Steel Foundries, a big company even then. He filled that job—and took on other jobs and filled them.

He does not deal in soft sawder. He talks very little. He does not bluff. But he knows. A chief who knows is Heaven's choicest blessing to the man who wants to get ahead with his job. He takes hold, they say. He never flurries. He is one of the first on the job in the morning and one of the last to leave at night.

He doesn't look it by 20 years. But he is 62 years old.

## neon ELECTRIC TUBE SIGNS

**U**NTIL it had developed really superior neon electric signs (built complete in its own plants), you did not find Flexlume's name and mark affixed to such displays. But NOW . . .

Revolutionary electrodes, based on a new principle, have been originated by Flexlume. They assure more brilliant illumination and much longer tube life. Maintenance, too, has been greatly simplified: tubes easily plug in; electric connections automatic; high voltage wires are not touched; terminals weather-proof—these are valuable features developed by Flexlume for which patents are pending.

A more attractive and lower priced specialty of Flexlume is a part neon and part raised glass letter design, combining color forcefulness with clear legibility to an unusual degree.

Let us submit color sketches—no charge or obligation. Discounts on quantity orders. FLEXLUME CORPORATION, 2094 Military Road, Buffalo, N.Y.

Sales and Service  
Offices in Chief Cities  
of U. S. and Can.



Factories at  
Buffalo, N. Y., and  
Toronto, Can.

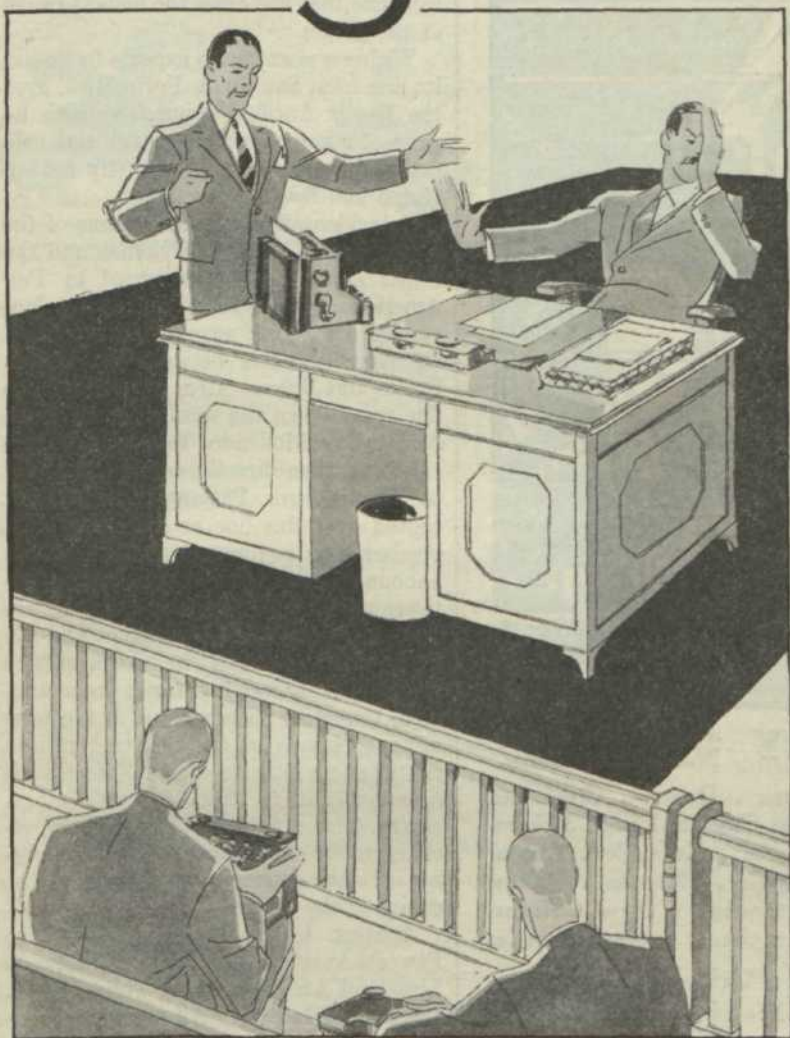


Tube—Glass Letter—Exposed Lamp—Combination Designs



# THE OFFICE MANAGER'S HEAD

## WAS SPINNING LIKE A TOP



AND why wouldn't it? Ever since the President had said, "Let's see if we can't get our figures faster," the Office Manager had reviewed a dizzy parade of accounting machines. He had heard claims and counterclaims . . . bewildering talk of tabulators, totalizers, automatic releases and Heaven knows what!

Then in came the man from Remington Rand. "I haven't any one type of accounting machine to show you," said he. "Let me look over your systems, and see *where* mechanical accounting methods can speed up your handling of figures. Then we'll pick out the particular device that best fits your needs with the least change in your present systems. For Remington Rand has the most complete line of accounting machinery in the country."

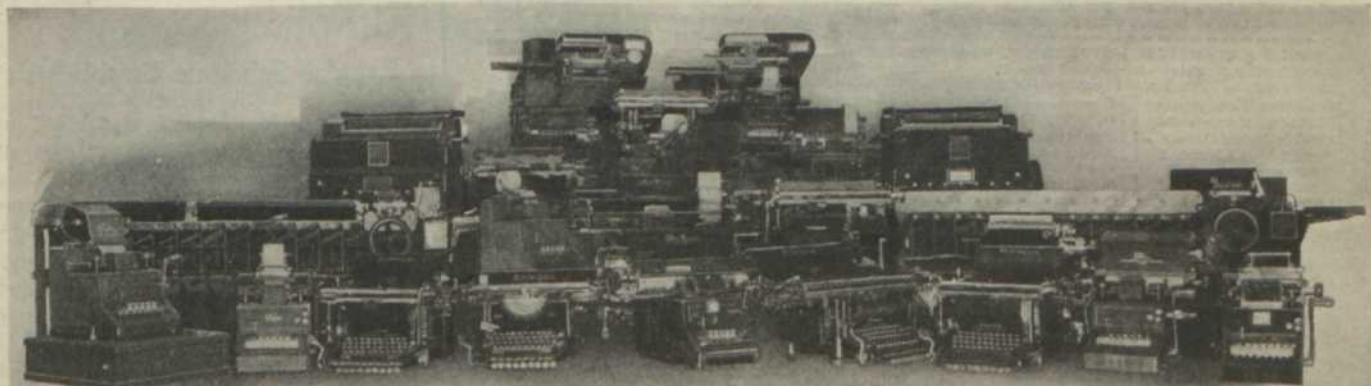
### *The Only Complete Adding and Accounting Machine Service in America*

YOU telephone for one man—a Remington Rand man—and drop your accounting problems into his lap. He'll find the answer for you, for he has back of him a force of experts who have devised and installed accounting systems in businesses of every magnitude.

He'll recommend the machine that fits *your* systems, instead of changing your systems to fit the machine.

Telephone our nearest office. There is one in every principal city.

Accounting Machine Division  
**Remington Rand**  
 BUSINESS SERVICE INC.  
 BUFFALO, N. Y.



DALTON Adding and Accounting Machines . . . REMINGTON Bookkeeping and Billing Machines . . . POWERS Accounting Machines

When writing to ACCOUNTING MACHINE DIVISION, REMINGTON RAND BUSINESS SERVICE, INC. please mention *Nation's Business*



## Manufacture of Tobacco Products a Southern Industry steadily growing

Centuries ago a pronged pipe, which drew the smoke of "Vppwoc" to their nostrils, was named by American Indians "Tabaco." Since then Tobacco has become a great American business.

Our Tobacco products are now valued around \$400,000,000 annually. The South grows nearly 85% of our crop, manufactures about 75% of our cigarettes, has over 700 tobacco factories.

Keeping pace with Southern expansion, tobacco manufacturers are spending millions additional in Southern plants. Wherever one looks in the South, large corporations, variously employed, are found busily erecting new plants and equipment.

Southern securities present exceptional opportunities. Caldwell & Company, for many years investment bankers in the South, suggest "Shares in the South, Inc." an investment trust carefully diversifying its funds in sound, promising Southern securities. Write for details.

+ + We Bank on the South + +



## CALDWELL & COMPANY 400 Union Street Nashville • Tenn.



Chicago • Detroit • Cincinnati  
Kansas City • St. Louis • Jackson  
Louisville • Knoxville • Tampa  
Memphis • Houston • Dallas  
Chattanooga • New Orleans  
Birmingham • Jacksonville  
Rogers Caldwell & Co., Inc.  
150 Broadway, New York



## SPARE TIME TRAINING THAT LEADS TO BIGGER PAY

Do you want a better position and a higher salary? You can have them if you can do the work. LaSalle experts will show you how, guide you step by step to success and help solve

without interference with your present duties. Simply mark on the coupon the field in which you desire success, and we will mail you a valuable book describing the opportunities in that field, together with an outline of our salary-increasing plan. Also copy of "Ten Years' Promotion in One." There is no cost or obligation. Find out how the salary-increasing plan starts average men and women on the high road to success and financial independence. Check and mail the coupon NOW.

LA SALLE EXTENSION UNIVERSITY, Dept. 6374-R CHICAGO

Tell me about your salary-increasing plan for my advancement in the business field checked.

Send also copy of "Ten Years' Promotion in One," all without obligation.

- |   |   |  |   |
|---|---|--|---|
| <input type="checkbox"/> Business Management        | <input type="checkbox"/> Commercial Law                 | <input type="checkbox"/> Expert Book-keeping | <input type="checkbox"/> C. P. A. Coaching                    |
| <input type="checkbox"/> Modern Salesmanship        | <input type="checkbox"/> Industrial Management          | <input type="checkbox"/> Business English    | <input type="checkbox"/> Effective Speaking                   |
| <input type="checkbox"/> Higher Accountancy         | <input type="checkbox"/> Banking and Finance            | <input type="checkbox"/> Commercial Spanish  | <input type="checkbox"/> Credit and Collection Correspondence |
| <input type="checkbox"/> Traffic Management         | <input type="checkbox"/> Modern Business Correspondence | <input type="checkbox"/> Telegraphy          |   |
| <input type="checkbox"/> Railway Station Management | <input type="checkbox"/> Modern Foremanship             | <input type="checkbox"/> Stenotypy           |   |
| <input type="checkbox"/> Law—Degree of LL. B.       | <input type="checkbox"/> Personnel Management           |  |   |

Name..... Present Position.....

Address.....



## The Airplane Frees a Continent

(Continued from page 22)

cities will thus be cut from 30 days to six days.

The company also has permission to link Santiago, Chile, with Buenos Aires by a line that will cross the highest peaks of the Andes.

Within a year it also expects to extend its line from San Juan, Porto Rico, over the Lesser Antilles, connecting with its proposed line along the north and east coast of South America, directly linking North and South America.

Coincidentally with the opening of the Grace service between Mollendo and the Canal Zone, it was announced by Pan American system officials that by November 1 mail and express service would be made available between the United States and Buenos Aires over the Grace line route down the west coast of South America to Mollendo, thence to Valparaiso and then directly across the Andes to Buenos Aires. Passengers will be accepted over this line as soon after November 1 as equipment permits, it was announced. An eighty-hour service between the United States and Buenos Aires is contemplated. The equipment and flying problems involved in such a service are admittedly weighty, for in order safely to transport passengers over the towering backbone of the South American continent an altitude of 16,000 feet, with occasional lifts to 20,000 feet will be necessary. This altitude will require superchargers for the motors and the supplying of extra reserves of oxygen to the cabins of the planes.

Another United States concern, the Fawcett Aviation Company, plies between Lima and Arequipa, Peru, while a third, the Trimotors Safety Airways, Inc., proposes a line from New York to Buenos Aires, touching cities along the eastern coasts of both continents.

A regular air service is maintained by the United Fruit Company in Honduras. Its four-passenger plane makes two round trips per week between Tela and Tegucigalpa via San Pedro, a route 160 miles in length. Another plane is used for aerial photography and the carrying of company officials.

### Regular Schedule Established

WHILE outside capital has been active in building airways, Latin American countries themselves have not been idle. Although there is no subsidization comparable to that carried on in Europe; Mexico, Chile, and Peru have established regular air schedules carrying mail and, in the case of Peru, passengers to important cities of their domains. Guatemala is considering the use of two recently purchased American passenger and mail

Reprints of any article in this number will be supplied you at cost. Address, NATION'S BUSINESS, Wash., D. C.



# There is nothing so constant as CHANGE

... and consequently, a man must  
*run* to keep from falling behind



UP-TO-DATE BUSINESS MEN . . . or groups of business men . . . of today will be back numbers tomorrow unless they keep abreast of the rapidly changing developments in present day business.

The opportunity for organized groups, whether they are trade or commercial associations to do this is provided by

## The National School for Commercial and Trade Organization Executives

FOUNDED IN 1920, the National School holds a unique place in the field of executive education. *First*, it has for its object the promotion of two distinct lines of organized business effort . . . the chamber of commerce field and trade association work. *Second*, it is the only nationally organized effort through which courses on commercial and trade association management are conducted by men actively engaged in the work.

The Ninth Annual Session of the National School will be held at Northwestern University, Evanston, Illinois, from August 4 to August 17, 1929.

During these two weeks, 300 executives of trade associations and chambers of commerce from all

sections of the country will meet together for mutual benefit. For fourteen days, they will talk, study and work over the particular problems with which they are met.

Speaking the same language, faced with the same tasks, the questions of one will find ready and pertinent answer in the experience of others.

And at the end of the conference, these men will return with a wider knowledge, a clearer understanding and an improved and strengthened ability for continued success in their work.

## A few of the 67 courses offered

### Trade Association

Membership Building and Maintenance  
Distribution Problems  
Trade Development and Cooperative Advertising  
Trade Relations  
Trade Association Publications

### Chamber of Commerce

Retail Trade Development  
Industrial Expansion  
Chamber of Commerce Salesmanship  
Town Planning and Zoning  
Street and Highway Traffic

**MEN** who hold the responsibility of forward looking and far seeing direction of trade associations and chambers of commerce should be certain that their organizations are represented by staff members at this conference.

*Send for Information and Descriptive Booklet*

**NATIONAL SCHOOL FOR  
COMMERCIAL AND TRADE ORGANIZATION EXECUTIVES  
First National Bank Building, Chicago, Illinois**

When writing to NATIONAL SCHOOL FOR COMMERCIAL AND TRADE ORGANIZATION EXECUTIVES please mention Nation's Business





## This investment service saves time and worry even in your absence

Business has a long arm these days. Not even in mid-ocean is a busy man free from its clamor for his attention. Because of these constantly increasing demands for your time you seek new ways of saving moments here and there. In making your investments, for example, there are hours to be saved if you are still selecting securities by a personal study of investment markets.

Most busy men nowadays rely

on one or two nationally-known investment houses to give them investment advice. The National City Company makes a specialty of this time-and-worry-saving service to investors by maintaining branch offices in 50 American cities. Just telephone the nearest office—one of our investment advisors will gladly help you select new issues from widely diversified lists of carefully investigated securities. Abroad you will find the same service.



### The National City Company

National City Bank Building, New York

OFFICES IN 50 AMERICAN CITIES. INTERCONNECTED BY 11,000 MILES OF PRIVATE WIRES. INTERNATIONAL BRANCHES AND CONNECTIONS

### LITHOGRAPHED LETTERHEADS

**\$1.25 per 1000**

IN LOTS OF 50,000  
25,000 at \$1.50—12,500 at \$1.75 or  
6,250 our Minimum at \$2.25 per 1000  
Complete—Delivered in New York

**ON OUR 20 LB. WHITE  
PARAMOUNT BOND**

A Beautiful, Strong, Snappy Sheet  
HIGHEST GRADE ART WORK AND ENGRAVINGS

**GEO. MORRISON COMPANY**

553 West 22nd St. New York City  
SEND FOR BOOKLET OF PAPER AND ENGRAVINGS

### Eat and Be Well!

A condensed set of health rules—many of which may be easily followed right in your own home, or while traveling. You will find in this little book a wealth of information about food elements and their relation to physical welfare.

#### CONTROL YOUR WEIGHT WITHOUT DRUGS OR TIRESOME EXERCISES

Effective weight control diets, acid and bland diets, laxative and blood-building diets, and diets used in the correction of various chronic maladies.

The book is for FREE circulation. Not a mail order advertisement. Name and address on card will bring it without cost or obligation.



**Health Extension Bureau**  
434 Good Health Bldg., Battle Creek, Michigan

planes in regular flights between Guatemala City and Flores, an innovation that will cut a 14-day journey to a few hours.

All of these nationally operated lines are proving popular although the Chilean project is still in the experimental stage. Most of them fly at least twice a week. The subsidies granted the lines vary. Uruguay has provided a \$24,000 fund to be paid the company at the rate of not to exceed \$144 a day for round-trip service. The Peruvian Navy was granted \$300,000 to operate its line and the Chilean Army received \$150,000. The Mexican Army's aviation equipment is estimated at \$500,000.

All of the commercial lines have been granted the unique privilege of selling their own air-mail stamps. This amounts to a considerable source of revenue in some cases. Some of the countries have granted space for landing fields and the French and German firms receive some subsidies from their home governments. The American concerns are generally on their own.

Moreover the governments have eliminated red tape almost completely. They have few aviation laws regulating air travel, but hold the companies responsible for their pilots' ability and equipment.

This equipment is usually modern. The United States supplies most of the planes and practically all of them are enclosed. Airports, though not so elaborate in this country, are adequate. Lighted landing fields and beacons for night flying are the chief need now and they are bound to come. The Latécoère Company does the only night flying at present, its planes leaving Buenos Aires about midnight for Rio de Janeiro.

### Number of Planes Mounting

THE number of planes operating along established air routes is expected to reach 200 before the end of this year. About 135 commercial machines are now operating regularly in Latin America, not including those owned by the Huff Daland Dusters, Inc., a United States concern that in 1927 "dusted" more than 20,000 acres of cotton in Peru.

The attitude of officials and the growing acceptance of the airplane by the Latin American peoples is affecting all other commercial activities there. It is proving a direct stimulus for good roads to the airports and thus is opening up the market for American cars as well as airplanes.

It may delay railroad construction, but heavy commodities must always be moved by water or rail and great numbers of passengers will always demand cheaper means of travel. So the airplane, opening the way to better business, greater production, and rapid communication may, paradoxically, build up other means of transportation. It is already proving its importance to isolated sections, and providing opportunities for inland cities that seemed hopelessly out of the picture.





## LOST! 12% OF ITS SUNSHINE IN FIVE YEARS

In 1924, five short years ago, there was none too much sunshine bathing industrial cities and towns. The smoke pall from thousands of chimneys and smokestacks had greatly deprived citizens of the beneficial sun rays that are few enough during the winter months. Yet this world which we call civilized has more and more swiftly allowed to grow the pall of smoke that brings ill health and property damage.

In Chicago, fast growing Titan of commerce, the weather bureau reports a 12% loss of sunshine in the last five years, according to an article by Health Commissioner Arnold H. Kegel in a recent bulletin of the Chicago School of Sanitary Instruction.

"Residents are deprived of the curative ultra-violet rays of the sun much of the time, due to the smoke in the atmosphere of the city," said Dr. Kegel. "The dark, foggy, sunless days that are becoming more and more frequent are not due to chance. They are not due to unfavorable climatic conditions. They are due to smoke. The loss in money to our citizens, the loss of health and lowered vitality, the loss in time from sickness, the excessive number of deaths from respiratory diseases are, to a large extent, preventable."

How long must this situation be tolerated? Is it not the obligation of every citizen to prevent this loss of sunlight as much as he can? Is it not the duty of the leaders of industry to show the way by preventing smoking factory stacks. Efficient boiler plants can be made smokeless with even very cheap fuels. Home heating plants can most easily and economically aid by burning Famous Reading Anthracite—sootless and smokeless.

**A. J. MALONEY**  
President

# THE PHILADELPHIA<sup>AND</sup> READING COAL<sup>AND</sup> IRON COMPANY

PHILADELPHIA • NEW YORK • BOSTON • BUFFALO • DETROIT • TOLEDO • CHICAGO • MILWAUKEE  
MINNEAPOLIS • ST. PAUL • ROCHESTER • BALTIMORE • WASHINGTON • READING • MONTREAL, CANADA  
© PRCICO, 1929

When writing to THE PHILADELPHIA AND READING COAL AND IRON COMPANY please mention Nation's Business



# 5 times as fast

"Our FINNELL Machine has seen 8 years steady service. Compared with hand scrubbing, it does a far better job, and works 5 times as fast. In 8 years' use, maintenance on the FINNELL has been limited to brush renewals."



**Clean floors  
important as  
clean shirts**

At least, they are so regarded at Robertson's, who have built up one of the most successful laundries in Saginaw, Michigan. This company says, "We have endeavored to apply to our buildings and equipment the same standard of immaculate cleanliness that we maintain in our laundry service. One woman gives her whole time to keeping our hard maple floors clean. During the day she cleans parts of the floor which have become untidy, but any real scrubbing is done by a No. 7 FINNELL Electric Scrubbing Machine."

## Necessary in every Business

No matter what kind of business, factory, or institution, floors *must* be clean, for the sake of employee morale, health and public respect. The FINNELL keeps floors spotlessly clean at small cost. It can be used on any kind of floor, for the FINNELL *scrubs, waxes, and polishes electrically*. There are 8 models to choose from—a size for every requirement. Have a FINNELL Engineer make a survey and recommend the size you should have. For information write: FINNELL SYSTEM, INC., 406 East Street, Elkhart, Ind. District offices in principal cities.

**FINNELL**  
ELECTRIC FLOOR SCRUBBING MACHINE  
It Waxes It Polishes It Scrubs

*When writing please mention Nation's Business*

## The Map of the Nation's Business

(Continued from page 49)

20.7 per cent for the month while for the four months period failures fell 5 per cent and liabilities dropped 6.3 per cent from a year ago. The Commodity Price Index fell 1.5 per cent from April 1 to May 1 and 5.6 per cent from May 1 of 1928. Bank clearing gains were whittled down sharply in April as dealings decreased from earlier months but April and the four months' totals were 5.6 and 17.6 per cent respectively above the like period a year ago.

While a few lines of automobile manufacture decreased in April so many new made records that a daily total output a little larger than the peak daily aggregate of March seemed possible.

Steel output showed only a small decrease of 2 per cent from the March peak of daily output and was 10 per cent ahead of April a year ago. Pig iron output (daily) for April was the third largest in history the two exceptions being in 1923. Gains of 14.9 and 15.3 per cent were recorded over April and the four months of a year ago. Unfilled locomotive orders rose as of the end of April and numbered 495 against 273 at the end of January and 188 at the end of April, 1928.

## Car Loadings Increase

ON A one per cent gain in car loadings in March, gross receipts increased 2.1 per cent and net operating income gained 7.2 per cent over March a year ago. In January the gain in net was 35 per cent and in February 21 per cent. For the first quarter of the year, gross receipts gained 4.1 per cent on a 2.9 per cent gain in car loadings, and net operating income gained 19.4 per cent over 1928. Public utility company earnings in March gained 3.8 per cent and net earnings gained 16.7 per cent. For the first quarter, gross receipts gained 3.5 per cent and net earnings 16.3 per cent over 1928.

Building permits in March and up to April 19 in two boroughs of Greater New York were for a relatively small number of large hotel and apartment house structures, the idea being to obtain permits before a new law regulating this type of building is enacted. The total estimated value of these structures was so enormous as to swell the returns for New York City and the country as a whole and show an increase instead of the decrease from a year ago earlier shown in both New York and the country.

A belief prevails that all this permitted for building will not eventuate, but the New York total in April gained 222 per cent over a year ago, whereas the rest of the country showed an increase of only 3.1 per cent.

Swelled by the March and April filing

at New York, the total for the country for four months shows a gain of 13.6 per cent, New York gaining 64 per cent over a year ago, while the total at all other cities has dropped 13 per cent below 1928.

A recent development which may operate to restrict new building work in New York City by materially raising costs was the conclusion of an agreement between the building trades unions and the employers' associations providing for a five-day working week, effective August 24 and a readjustment of wages, which yields the workers the same pay for a five-day week as they now get for five and one-half days. About 150,000 men were said to be affected.

## Too High for Export

SO MUCH has been said about stock speculation recently that it might be inferred that commodities have been neglected by the speculative element but it would seem from the course of wheat prices that this product at least was not overlooked. Whether because of hopes of "farm relief" or because of bad advice from some sources as to holding of wheat by farmers and others, the price of this cereal has been above an export basis for months past despite the immense visible stock in this country and reduced export shipments.

The present debacle in wheat prices dates from about the middle of April following a statement by a western Senator that there was 40,000,000 bushels of wheat in his state that would have to be exported or otherwise taken care of before the new crop arrived. In the last half of the month the prices of current options broke 11 cents, on criticism of some current price fixing ideas and the favorable advices from the growing crop.

## Railways Can't Help Market

AN EFFORT to get the railways to reduce rates to meet a so-called emergency and induce free export of old crop wheat while successful enough so far as the railways were concerned, only seemed to accentuate the weakness in the wheat market and between May 1 and 9 another break of 11 cents occurred on which the cereal fell to the lowest price in four years.

As the situation stands at the moment of writing, wheat prices are 30 per cent below a year ago while the world's visible supply is about the same percentage above 1928. Popular estimates of the American crop are for a yield 3 to 7 per cent above last year and the world's acreage in winter wheat is larger than last year by possibly 5 per cent.



# 3 TRANSPORTATION PROBLEMS

## THAT LUMBER HELPED TO SOLVE



*"American Standard Lumber from America's Best Mills" is now obtainable grade-marked and trade-marked*

**A**DE LUXE "extra fare" train roars across the continent . . . a new type of wood paneled club car part of her featured equipment.

A giant plane with wings of wood waits to carry a famous aviator across the Atlantic.

Far in the Antarctic Ocean, a wooden ship ploughs its way



(Above) Wood paneling creates an air of luxurious comfort in this new Chicago and North Western Railway club car.

(Left) The frame of a big plane like Commander Byrd's "America" is made of wood. The wing surface is a wood veneer.

through treacherous ice floes.

Three transportation problems . . . and in each one the engineers said, "Use wood!"

What a magnificent tribute to lumber! It is so adaptable to a thousand uses. Sturdy . . . reliable.

And decidedly economical . . . the most economical building material.

Know the lumber you use. "American Standard Lumber from America's Best Mills" is now obtainable both grade-marked and trade-marked. If you want ready assurance of standard quality, look for the grade-mark on each board.

(Above right.) The various marks stamped on each board, plainly indicate the quality and grade. (Left) The "City of New York," a vital part of Commander Byrd's South Polar expedition. She is built entirely of wood.



When the "National Tree" symbol, shown below, is also stamped on each board, it is the guarantee of the National Association that the marking is correct. This guaranteed lumber can now be had in every species.

Call on the new free Consulting Service provided by the Lumber Industry. A hundred expert consultants are maintained to help

you with your lumber problems . . . without charge.

**Use it—Nature renews it**

Remember that there's an abundant supply of lumber, relatively low in cost and of better quality than ever.

The lumber industry is a great forest-growing industry. Its raw material—timber—is perpetually renewable. Use of wood stimulates commercial forestry.

Write for further details on our new lumber services. Booklets will be sent you free, entitled, "Taking the Mystery Out of Lumber Buying," and "Choosing the Industrial Building."

**NATIONAL LUMBER  
MANUFACTURERS ASSOCIATION**  
Dept. 254, Transportation Bldg.  
WASHINGTON, D. C.

Offices in New York, Pittsburgh, Indianapolis, Chicago, Minneapolis, Kansas City, Memphis, New Orleans, San Francisco



**THESE** 18 great associations affiliated with the National Association maintain particular information and service organizations that coordinate with the general services of the National staff.

- †California Redwood Association, San Francisco, Calif.—Redwood
- \*California White & Sugar Pine Manufacturers Association, San Francisco, Calif.—California Pines, White Fir
- Hardwood Manufacturers Institute, Memphis, Tenn.—Oak, Gum, Southern and Appalachian Hardwoods
- \*North Carolina Pine Association, Norfolk, Va.—North Carolina Pine

\*Grade and trade-marked lumber available in these species

- \*Northern Hemlock & Hardwood Manufacturers Association, Oshkosh, Wis.—Hemlock, Maple, Birch and Northern Hardwoods
- \*Northern Pine Manufacturers Association, Minneapolis, Minn.—White Pine, Norway Pine
- \*Southern Cypress Manufacturers Association, Jacksonville, Fla.—Cypress and Tupelo
- \*Southern Pine Association, New Orleans, La.—Long Leaf and Short Leaf Southern Yellow Pine
- \*West Coast Lumbermen's Association, Seattle, Wash.—Douglas Fir, Sitka Spruce, West Coast Hemlock, Western Red Cedar



†Trade-marked lumber available in these species

- †Western Pine Manufacturers Association, Portland, Ore.—Pondosa Pine, Idaho White Pine, Larch
- National American Wholesale Lumber Association, New York, N. Y.
- National Association of Wooden Box Manufacturers, Chicago, Ill.
- \*Maple Flooring Manufacturers Association, Chicago, Ill.
- British Columbia Lumber and Shingle Manufacturers, Ltd., Vancouver, B. C.
- British Columbia Loggers Association, Vancouver, B. C.
- Hickory Golf Shaft Manufacturers Association, Memphis, Tenn.
- American Wood Preservers' Assn., Chicago, Ill.
- Oak Flooring Manufacturers Association of the United States, Chicago, Ill.

When writing to NATIONAL LUMBER MANUFACTURERS ASSOCIATION please mention Nation's Business





## We *do* think Radio is wonderful

ALONG many aisles of our factory today you will see tray after tray of rectifier lamination—finely wrought—absolutely essential to the new-type dynamic speaker. Also, cradles of tiny, compact and shimmering motors for the projection of motion pictures—radio's latest ally. . . . A new business!

*Fascinating!* We thrill to it today as eagerly as we did twenty years ago, when a young inventor, named Marconi, came to Robbins & Myers for his *first* motor generator sets, for an idea of his called Wireless. Precision—and pre-vision. Dear-bought knowledge—and the courage to explore a dream!

*If you have a problem in electrical-motored machinery come to Robbins & Myers. We offer you the facilities of a completely modern plant, and the experience of 31 years' precision manufacture in designing, building and applying electric motors, generators, fans, and electrical appliances*

### *Partial List of Apparatus to which Robbins & Myers Motors have been successfully applied*

Adding Machines	Confectioner's Machinery	Humidifiers	Movie Projectors
Advertising Displays	Conveyors	Ironing Machines	Portable Tools
Air Compressors	Dental Lathes	Labeling Machines	Printing Presses
Baker's Machinery	Dish Washers	Oil Burners	Spray Equipment
Blowers	Driers	Office Appliances	Ticket Selling Machines
Brick Machinery	Floor Surfacers	Organ Blowers	Vacuum Cleaners
Churns	Folding Machines	Mailing Machines	Ventilating Fans
Cloth Cutters	Heaters	Machine Tools	Unit Heaters
Coffee Mills	Heat Regulators	Meat Choppers	Washing Machines
Coin Counters	Hoists	Milking Machines	Wrapping Machines

## Robbins & Myers, Inc.

Springfield, Ohio

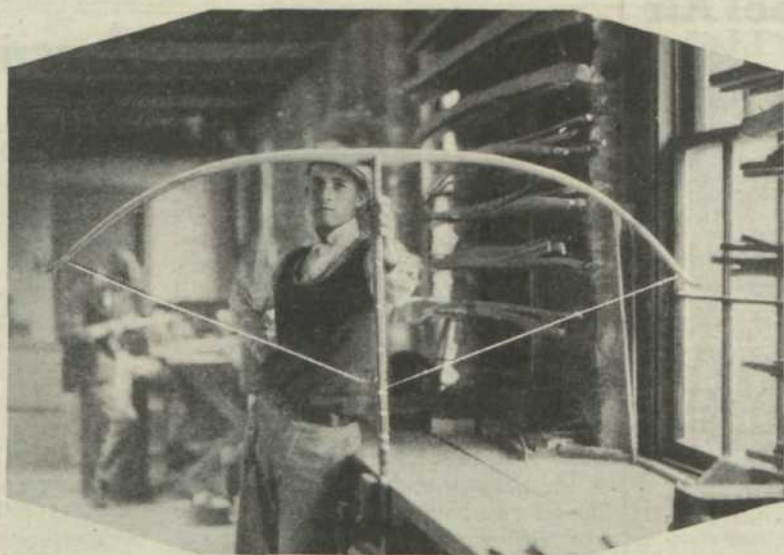
Brantford, Ontario

1878



1929





Bowyers long have used the ancient tiller to test bows

# The Long Bow Comes Back

By PHILLIP ROUNSVELLE

**O**NE of the oldest industries in the world is also one of the newest, a paradox the doubter may verify by a visit to Pinehurst, N. C., where a picturesque building of native gray field stone houses the Archers Company, makers of bows and arrows.

These honorable weapons, driven from the field of battle by the development of gunpowder, are returning to popularity. Sportsmen in the United States, South America, Canada, and the Philippines are bending their bows at targets, small game and—given courage and skill—at beasts as large as the moose or lion.

But, although the ways of the world have changed since Robin Hood's merry men winged their cloth-yard shafts at the Sheriff of Nottingham, and the ancient arrow-maker intrigued the boy Hiawatha, the ways of modern industry have not entered the bowyer's field.

Except for the arrow shafts, which are turned out three to nine at a time by an intricate machine, bows and arrows are still made by hand, the operation being almost as delicate as that involved in fashioning a fine violin.

Fine-grained pine is used for the arrows. First it is sawed by hand to length. Then it is split through the center to determine the direction of the grain. Next it is sawed into thin slabs about the size of a lath. These are fed to the machine.

The resulting shafts are spliced with a tip of purpleheart or beefwood, in the

same manner that the butt is placed on a billiard cue. On this footing of tough, heavy wood, the point is placed. On the other end of the shaft a notch is cut for the bowstring.

Polished and smoothed, the arrow is feathered and, with 11 of its mates, each matched as to length and stiffness and weighted to within five grains, is packed in a box of polished wood. Most of these arrows are 28 inches in length, for most of the archers using this type of arrow are full-grown men.

## It's All Hand Work

THE bows are made mostly from yew staves the height of a man and the thickness of his wrist. The bark is carefully worked off and the wood worked down evenly. After the back has been smoothed with the simplest tools, the bowyer starts to shape the weapon in a long even taper from the center to each tip, round on the belly or side that faces the string, and flat on the back.

After the first rough shape has been made, notches are cut in the ends and a bowstring attached. The bow is then bent slightly and examined. Here it is too stiff, there it bends too much. A few marks with a pencil and the bowyer removes the string. Perhaps a hundred times this operation is repeated. Each time the bow is tested it is bent a little further until it is taking the full draw.

So little has the bowyer's craft changed,

that the "tiller" on which the unfinished weapons are tested is the same simple tool today that it was when the bow was man's chief implement in the chase and in war. The tiller is merely a board with a notched end in which the bow's handle is laid and with notches carefully cut along its length to hold the string as the bow is bent in varying degrees.

After the bow is shaped, tips of cow horn are fitted to it and sandpaper and steel wool used to give it a final finish. A handle of leather, inlaid with mother-of-pearls where the arrow slides across it, a string of homespun flax cord, and the bow is ready for the archer.

Flax cord is used for the string because it is not affected by the weather. There is an historical background for this. At the battles of Crecy and Agincourt the crossbowmen of the French army were practically wiped out because the rain had wet their gut bowstrings. These strings stretched and the crossbowmen were helpless. The English archers, equipped with flax bowstrings, sped their arrows regardless of the weather.

The archer who would bend a modern, full-size bow, will need a pull of about 45 pounds to draw a 28-inch arrow to the head.

Even if he has more strength or longer arrows, he will do well to pull the bow no further. The bow is so carefully made that another inch or two might shatter it. A bow full drawn is already nine-tenths broken.





RA-TOX Shades keep out sun-glare and heat, but admit from 30% to 40% more light and air than ordinary shades. They reduce room temperature from 10 to 20 degrees—ventilate without drafts—allow for independent operation of center-swing ventilators in steel sash. Made of attractively stained wood strips woven parallel; they are practically wear-proof.

Send measurements for complete information and estimate

### Hough Shade Corporation

(Industrial Division)

154 N. La Salle Street, Chicago, Illinois

## RA-TOX

OFFSET WOOD FABRIC  
SHADES for INDUSTRIAL  
— SASH —

HOUGH SHADE CORPORATION

154 N. La Salle St., Chicago, Ill.

Send complete RA-TOX details at once.

Name \_\_\_\_\_ City \_\_\_\_\_

Address \_\_\_\_\_ State \_\_\_\_\_

Individual \_\_\_\_\_

☐ Steel Sash ☐ Wood Sash



### Beauty With Sanitation

**B**EAUTIFUL in design—R-S Fountains provide new touches of attractiveness. Besides, they meet with all the requirements of sanitation.

Clear—fresh—healthful is the water that flows through the R-S Vertico-Slant Fountains—its original cleanliness is “untouched.” The nozzle is protected on all sides.

Write for detailed information on R-S sanitary drinking fountains.

**RUNDLE-SPENCE MFG. CO.**  
76 Fourth Street Milwaukee, Wis.

When writing please mention Nation's Business

## So This Is Americal

(Continued from page 38)

class prejudice when the doctors and lawyers became good proletarians.

“What do you mean by a class war? There might have been a reason for it in Russia. I know nothing about Russia. But in this country any man can rise if he has the stuff—”

No man of energy and intelligence is bound by any class rules in America. He may have been born on the other side of the railroad tracks, but he can climb right into the country club set if he has the equipment. It all depends on himself and how much he is willing to work and what he has to work with.

“Look here, Mr. Engdahl. What do you think of Al Smith?”

Al Smith did not cut his baby teeth on any silver spoon. Engdahl knew the facts of Al Smith's life. He knew that Al Smith's first idea of outdoor sport was to run in front of horses on that West Street in New York which was once the home of a conservative bourgeoisie and then a cobbled sounding board for trucks. One of his first jobs was to sort fish in the market.

There isn't any more proletarian kind of work—proletarian being used here in Engdahl's way—than sorting fish. One may lighten one's labors, of course, by slapping a friend with the broadside of a flounder or slipping a small eel down his back. No doubt the burgeoning Smith did these things. He always had a keen sense of humor. Or no doubt he did not do them. One's belief in tradition is shaped by one's capacity for reverence.

At all events, fish-sorting would not be considered anything but proletarian even on the Volga, and Smith soon abandoned this intimate contact with one of our great food sources and moved up.

His friend Bill Kenney was a fireman's son on Oliver street. It is difficult to apply *The Daily Worker's* favorite epithets to a fireman's son. He isn't a swell or a parasite or a bloodsucker. Very likely a daily worker who used such terms to a fireman's son would get a hearty sock in the eye. Bill Kenney became a truckman. Not a reactionary truckman who had wage slaves but a proletarian truckman who took barrels on his shoulders. Presently William B. Kenney owned his trucks.

### Todd Made 'Em Toddle Home

**T**HEN a young fellow came along who worked in a shipyard. Later on William E. Todd was to stand at the gate of his own shipyard on paydays and indicate to his proletarians that any one who planned to spend Saturday night and Sunday in the saloon would be given a fine personal licking if he did not toddle on

home to Mamie. Also that any ingenious person who thought he could beat Todd's plan for getting oatmeal and milk to the kids by quitting his job would have to be a good deal better man than he, Todd, was at that moment. Which would be considerable of a man.

It's a queer thing. Todd's men liked him. Kenney got along so well that when Al Smith ran for President he was able to ride around in Bill Kenney's private car. Kenney and Todd and a fourth member who had begun as a clerk and had become a banker chipped in to pay the costs of the early Smith campaign—because Smith had been serving the people most of his life and had not saved enough to pay the costs himself.

“How are you going to talk about class bonds when things like that can happen?” I asked Engdahl.

### Success As Communists See It

“I'LL ADMIT,” said he, “that an occasional man can force himself out of his own class if—”

“IF—”

“IF he is sufficiently crooked or sycophantic or greedy or selfish—”

That is the explanation of individual success as offered by *The Daily Worker* and the Communists of America, the men and women who are happy at having been able to keep alive the only Communist daily paper in the English language. They have had to pass the hat for it sometimes for it shows a tendency to fade like an amateur snapshot, but the hat passing has been successful. It remains the only English Communist daily. Selah!

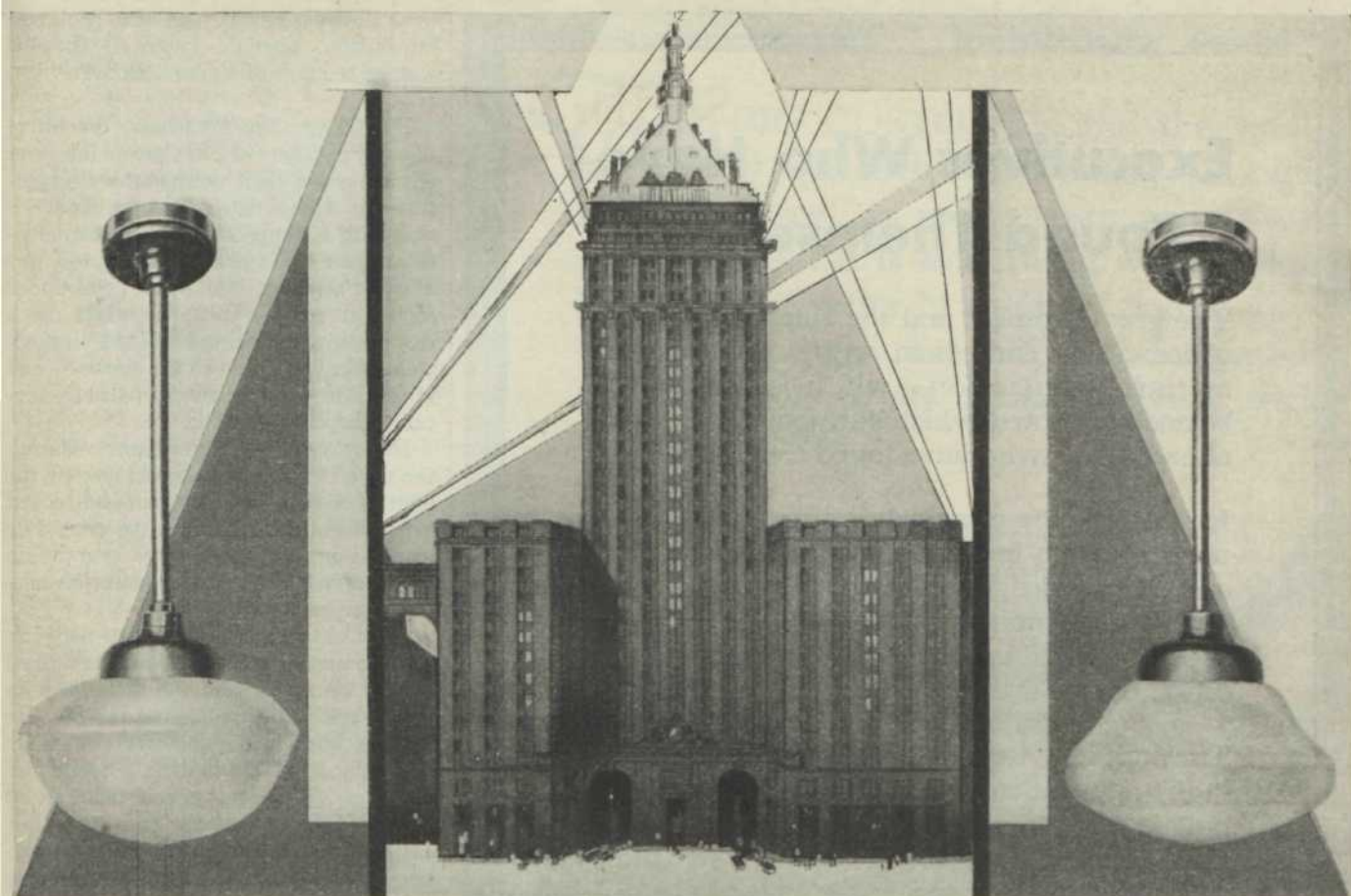
“Then you mean that no one should get out of his own class?”

That is precisely what Engdahl meant. He maintained that the man who rises is untrue to his class. The class as a whole must displace the class above, but no member of it may climb. That is the Russian idea, and the American Communists are intensely conscious of the debt they owe to Russia. An example of this is the description of the “Revolt Among American Intellectuals,” as written by V. F. Calverton for *The New Masses*.

“Whenever,” ruminated Calverton, “one discovers in America that rarity which we shall call a deep-thinking, radical intellectual we have a tendency to say that his attitude is European.”

Herbert Hoover's name came up. He got away from his class solidarity early in life. He lived in a shack on the campus of the Stanford University, boarded himself, worked and studied. He began to rise about the time that—if he had stuck fast in his own caste—he would have





New York Central Building, New York City, and examples of the Bakelite Molded Lighting Fixtures. Made by Graybar Electric Company, New York

## Graybar-Bakelite Lighting Fixtures at "The Gateway to a Continent"

**R**ISING 569 feet to a brilliantly illuminated dome, and spanning Park Avenue, the New York Central Building forms an impressive climax to the fine, modern structures which line this broad thoroughfare for miles. In keeping with the character of the building are the Bakelite Molded lighting fixtures used throughout the offices.

In these lighting fixtures, Bakelite Molded replaces the usual metal. This means that all of the electrical wiring and connections are protected by a material of high insulation value. The rich color and permanent lustre of Bakelite

Molded adds to the attractiveness of the fixtures. Neither electroplating nor lacquering is required, so there is no surface finish to peel or wear off. They cannot stain nor corrode.

In thousands of other ways Bakelite Molded is being used to improve appearance and quality, and often to reduce cost as well. We invite manufacturers who are making parts or devices of metal, wood, porcelain, rubber, fibre and other materials to write for a copy of booklet 42M, "Bakelite Molded," and learn of the many advantages of this material.

### Bakelite Engineering Service

Intimate knowledge of thousands of varied applications of Bakelite Materials combined with eighteen years' experience in the development of phenol resinoids for electrical uses provides a valuable background for the cooperation offered by our engineers and research laboratories.

### BAKELITE CORPORATION

247 Park Avenue, New York, N. Y., Chicago Office: 635 West 22nd Street

BAKELITE CORP. OF CANADA, LTD., 163 Dufferin St., Toronto, Ont., Can.

# BAKELITE

REGISTERED



U. S. PAT. OFF.

## THE MATERIAL OF A THOUSAND USES

"The registered Trade Mark and Symbol shown above may be used only on products made from materials manufactured by Bakelite Corporation. Under the capital 'B' is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products."

When writing to BAKELITE CORPORATION please mention Nation's Business



## Executives Who Have Found Themselves

The great promise, and the safest assurance, of increasing success in any business lies in *sound organization*—which is simply that balance of control which harmonizes the work of executives who have found themselves.

In knowing the principal and necessary functions of their business, and each with that specific knowledge and personal aptitude which makes him supremely fit, such men find, in their organized work together, not only themselves but an ever-growing success.

Through its wise and experienced counsel, and in the application of its tried practices in the building of *sound organizations*, Modern Accountancy contributes one of its most valuable services to modern business. *Organization* is both the cause and the result of executives who have found themselves.

### ERNST & ERNST

ACCOUNTANTS AND AUDITORS  
SYSTEM SERVICE

NEW YORK	PITTSBURGH	CLEVELAND	CHICAGO	NEW ORLEANS
PHILADELPHIA	WHEELING	AKRON	MILWAUKEE	JACKSON
BOSTON	ERIE	CANTON	MINNEAPOLIS	DALLAS
PROVIDENCE	ATLANTA	COLUMBUS	ST. PAUL	FORT WORTH
BALTIMORE	MIAMI	YOUNGSTOWN	INDIANAPOLIS	HOUSTON
RICHMOND	TAMPA	TOLEDO	FORT WAYNE	SAN ANTONIO
WINSTON-SALEM	CINCINNATI	ST. LOUIS	DAVENPORT	WACO
WASHINGTON	DAYTON	MEMPHIS	DETROIT	SAN FRANCISCO
BUFFALO	LOUISVILLE	KANSAS CITY	GRAND RAPIDS	LOS ANGELES
ROCHESTER	HUNTINGTON	OMAHA	KALAMAZOO	SEATTLE
		DENVER		

## For Insurance Men

REPRINTS of articles appearing in Nation's Business that are suitable for distribution among prospects will be furnished at cost of printing.

TITLES NOW IN STOCK

"Insure For Life As Well As For Death"

"To Meet The Budgets We Leave Behind"

"Your Best Men—Are They Insured?"

\$3.00 per hundred copies. Sample copies sent on request.

NATION'S BUSINESS • Washington, D. C.

been discovering the uses of a back collar button. Engdahl knew all that he wanted to know of Herbert Hoover's success.

Bill Carey, too. Somehow, the introductory chapters of Bill Carey's life story stir me more than the piscatory adventures of Al Smith or Herbert Hoover's skill with a flapjack turner. Perhaps because there was a period when I, too, was a wage slave of the most pronounced sort and rose at an hour when dawn was a mere rumor and walked through a crack in the weeds to the cowbarn and in the darkness varnished a pair of proletarian boots with milk.

Hot rebellion rose in my heart. Many's the time I've lammed the old cow by the light of a dim lantern when she kicked over the bucket. Many's the time I've warmed my fingers in my armpits in the intervals of hanging harness on misbegotten mules.

Bill Carey remained true to his class until he was 18 years old. Then he walked out on his father and the little farm in New York State and hiked for life. He did not know where he was going. He had no money. He had no schooling to speak of, the nearest school being at so great a distance that the travelling time cut seriously into Bill's devotion to cutting enough wood to keep the kitchen stove red hot and feeding the sheep.

About the only thing that he knew how to do was to drive a team. There was an affinity between Bill Carey and horses. The place where the most money was offered to persons who were eccentric in this way was on the railroad fills and ditch drags of the growing West. Carey trailed around behind enough horses to mount the entire U. S. Army, the handle of a Slusser scraper in his calloused hand. By this time he had become even less class-conscious than when he left home.

"I will not," said he to himself, "be a condemned hoss-hustler all my enduring days."

### Carey and His Wage Slaves

HE HAD grown to be a fairly hard-eyed, hard-handed man. Nowadays his reputation among his wage slaves is that he works them until their eyes hang out and pays them top prices with bonuses and stands by them in every way and does not want to be yessed and will on occasion strike a man down for no-ing him and has been knocked cock-eyed without getting mad about it. He has built railroads and ditches and drains and tunnels all over the map.

Now he is grading a route over the tops of the Andes. Purely as a side issue and not at all because he wanted to get into it he is managing the Madison Square Garden.

If Tex Rickard had lived William F. Carey would have gone to the Garden only when a particularly good fight was on. Between times he trusted Rickard to



run it. If Rickard had remained class conscious he must have been a cow-puncher to the day of his death. It might be urged, of course, that Rickard's true class was among the gamblers rather than among the cowpunchers. He dearly loved to win money on a long chance. It is hard to say just how the proletariat would look upon a proletarian card slicker.

The list might be expanded, of course. There are thousands of teachers and editors and inventors and lawyers and what-nots who began with nothing. But the Communists admit this and I have given their explanation for individual success. Greed or sycophancy or dishonesty or selfishness. The man, say the Communists through Engdahl, should remain loyal to his class. The Communist theory is that most of the goods in the world are in the possession of classes that have no right to them. No matter if the owners have worked for the goods, or produced them, or inherited them.

"Those are our goods" they say. "Gimme."

"And if we"—for the purpose of argument I briefly impersonated a blood-sucker—"if we do not want to give up these goods?"

### When the Shooting Begins

THEN when the world revolution comes the goods will be taken away from us. Bloodshed, however, would only come if the proletariat demands were resisted. Engdahl said that was the history of revolutions. Only when the counter-revolution began would blood be shed. When owners of property began to fight back.

"You wouldn't blame me for fighting back? For defending my own goods?"

"But you have no right to fight back. They are not your goods. They are our goods. They belong to the proletariat."

In a nutshell, then, the Communist idea is that today's bottom class shall become tomorrow's top class. The men who have not taken advantage of the chance to rise shall displace the men who have risen.

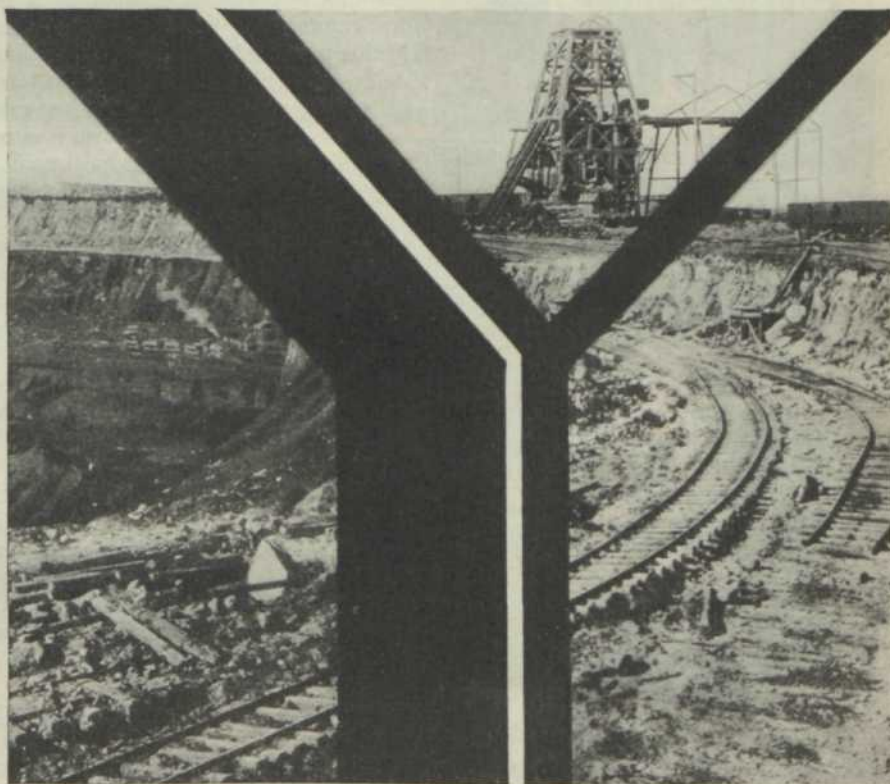
The men who have never managed shall oust the managers. The men who have no houses shall take the houses of the men who have. If the able ones attempt to resist the unable ones they are to be shot as they were in Russia.

The weakness of the Communist theory must always be that as soon as a man demonstrates his ability he is apt to become class-unconscious at the speed of a hungry mink. Only the inept and the fanatics will be left behind.

Yet I had to gaze with a kind of horrified fascination at this nice, gentle, kindly man who could assent to the suggestion that under certain conditions I—ME—might be shot in a class war. Right through the pulp.

(This is the second of a series of articles by Mr. Corey. The third will appear in the July number.)

**T**HE BIG CUSTOMER and the small buyer will each tell you that "Youngstown Service" is more than a printed promise—that it is something which takes hold of your order in the mail room, stays with it through the mill and follows it right through to its actual delivery with every shipment.



# YOUNGSTOWN PIPE AND CONDUIT

## THE YOUNGSTOWN SHEET & TUBE COMPANY

*One of the oldest manufacturers of copper-bearing steel,  
under the well-known and established tradename "Copperoid"*

General Offices: YOUNGSTOWN, OHIO

### DISTRICT SALES OFFICES:

ATLANTA—Healey Bldg.	NEW ORLEANS—Hibernia Bldg.
BOSTON—80 Federal St.	NEW YORK—30 Church St.
BUFFALO—Liberty Bank Bldg.	PHILADELPHIA—
CHICAGO—Conway Bldg.	Franklin Trust Bldg.
CINCINNATI—Union Trust Bldg.	PITTSBURGH—Oliver Bldg.
CLEVELAND—Union Trust Bldg.	SAVANNAH—M and M T Terminals
DALLAS—Magnolia Bldg.	SAN FRANCISCO—
DENVER—Continental Oil Bldg.	55 New Montgomery St.
DETROIT—Fisher Bldg.	SEATTLE—Central Bldg.
KANSAS CITY, MO.—	ST. LOUIS—Shell Bldg.,
Commerce Bldg.	13th and Locust Sts.
MINNEAPOLIS—Andrus Bldg.	YOUNGSTOWN—Stambaugh Bldg.
LONDON REPRESENTATIVE—The Youngstown Steel Products Co., Dashwood House, Old Broad St., London, E. C. England	



# An office DE LUXE



## AT SEA

Competent stenographers, quiet conference rooms, and constant radio communication with your office and your brokers. These advantages are yours on *White Star Express steamers*.

Sail from New York Saturday. Spend one week end at sea and the next in London or Paris. In 17 days you are back at your desk.

Sail on the *Majestic*, the world's largest ship, or the popular *Olympic*. If time is less pressing, the *Homeric*, *Belgenland*, *Minnewaska* or *Minnetonka*.

Whether important foreign appointments or rest and relaxation prompt the trip, you return refreshed and rested. And the cost is not excessive.

### WEEKLY SAILINGS

For full information address No. 1 Broadway, New York, our offices elsewhere or authorized steamship agents.



**WHITE STAR LINE**  
RED STAR LINE · ATLANTIC TRANS-PORT LINE  
INTERNATIONAL MERCANTILE MARINE COMPANY

When writing please mention *Nation's Business*

## Labor Looks at Industry

(Continued from page 41)

life where we have no charts, The mariners' maps of the days of Columbus are no more antiquated than is the industrial map of our country 20 years ago.

Railroad expansion—and abuse—brought upon us railroad commissions and the Interstate Commerce Commission. We had to have these things for immediate protection. We are supervising the development of waterpower through a federal agency. We have to do this or suffer tragic waste and abuse.

Radio is governed entirely by a federal commission. We have had to resort to this means of protection of the public interest. I could multiply these instances by a score or more of outstanding cases.

Under Herbert Hoover, who is surely no collectivist from a theoretical point of view and who by his life's work has shown that he believes in the individual right to forge ahead, the Department of Commerce reached out a restraining hand until government, through that department, touched almost every leading industry. No matter how gentle may have been the restraint, it has been exercised. Our government has gone into the business of governing business on a grand scale—and I fear we have but begun.

There are, of course, times when, in the face of immediate needs, we must cast aside our prejudices and our theories and resort to measures that, in pure theory we do not like. It is such times that have caused us to resort to the rule by bureau to which I have called attention.

### The Paramount Issue Before Us

WHETHER we shall go on with governmentalism, leading to state socialism, or whether we shall work out a way more in keeping with what I am certain is the American philosophy—that is one of the greatest issues of the day and perhaps the greatest. As an American and as an official in the trade union movement, I regard that issue as of paramount importance and I find myself confronted with its implications at every turn.

My philosophy of life revolts against enlarging the scope of governmentalism. I want the utmost degree of freedom for all men and women, and I cannot see it in governmentalism or in the state socialism which must merge out of it and from it into the day that is just around the corner of the future.

There was a time when decades were required to bring such a social issue to a climax, or to a focus. Today we move so rapidly that where decades used to pass without material change, years now work revolutions of method, system and thought. We cannot look for the easy process of older days. Instead, we must

contemplate the fast thinking, fast moving times in which we live and we must understand that the speed of change inevitably grows from year to year.

On every hand I see men and groups and powers plunging ahead, reckless of social consequences, regardless of human freedom, laying the foundation for more and more governmental restraint and I wonder whether we shall be able to preserve the institutions in which we have built our faith. Restraints we must have, protection we must have, government we must have. But let those who think only of today's abuses and today's needs remember also that the institution which today merely restrains will tomorrow govern and direct.

### Government by Bureaucracy

THAT AGENCY which is given power to say "thou shalt not" will soon find the power to command, "thou shalt"; and of this we have ample evidence in such bureaucracy as we already have. It is difficult to realize, but I think sadly true, that we are today governed as much by department, bureau and commission regulations as we are by laws enacted by elected representatives. That power to govern will grow or diminish. The peculiar thing about any such situation is that the power will grow, if merely let alone, while it cannot be diminished without conscious and vigorous effort.

So, I think we are at a crossroads where we must decide whether, in our vast new world of industry we are to submit to an insidiously evolving suzerainty of the state, or whether we are to find means of preserving the democracy of our fathers, the freedom of our earlier days, the institutions which have marked the United States apart among nations as a country in which the individual did amount to something and could move about to please the inner urgings of a sovereign citizen.

I am all for the democracy that was America, that still has its hold on the American mind as no political faith has ever in history gripped so mighty a multitude and I know that my conviction, my philosophy of life, if you will, is shared by the organized wage earners throughout our land.

I have tried to set forth as clearly as possible my absolute conviction that we must apply to our industrial life, in a manner suited to and rooted in that industrial life, the principles of freedom, justice and democracy which have been worked out in our political life. It seems appropriate to apply this measure, or this belief, to definite problems of our rapidly changing life. We can do this with some success because, while change is rapid, it is in a fairly definite given direction—



# Can BAGS

Save YOU money?

Find out \* this easy way

*One of our engineers studied the packing methods of an axe handle manufacturer who was using crates. It was found that a properly designed bag would be much cheaper. We designed the bag—and a packing machine which cut his costs tremendously. Is habit dictating your packaging methods? Find out.\**

**\*Without cost to you we will send an expert to study *your* packaging methods and costs.**

**C**LOTH bags are now being used by shippers of an amazing variety of products, from raw materials to manufactured goods. These shippers are actually saving thousands of dollars in first cost of containers, in handling costs, warehouse space, inventory, freight and damage claims.

You may not have considered bags as containers for your product. But many unusual commodities are now being shipped better and cheaper in bags. Don't be content until you get all the facts.

The Textile Bag Manufacturers Association offers the services of a staff of trained packaging engineers. On request, one of these engineers will visit your plant.

He will analyze your packing methods, your material and labor costs. A report will be submitted to you in writing frankly stating whether bags will save you money and how much.

If ordinary bags are not suitable, our laboratory staff will develop new shapes, types or designs.

If special packaging machinery will aid in reducing costs or doing a better job, our engineers will design new equipment.

Take advantage of this unusual service. It costs you nothing. Yet it may produce startling information for you. A note on your business letterhead will tell us you are interested.



# TEXTILE BAG

## MANUFACTURERS ASSOCIATION



205 W. WACKER DRIVE

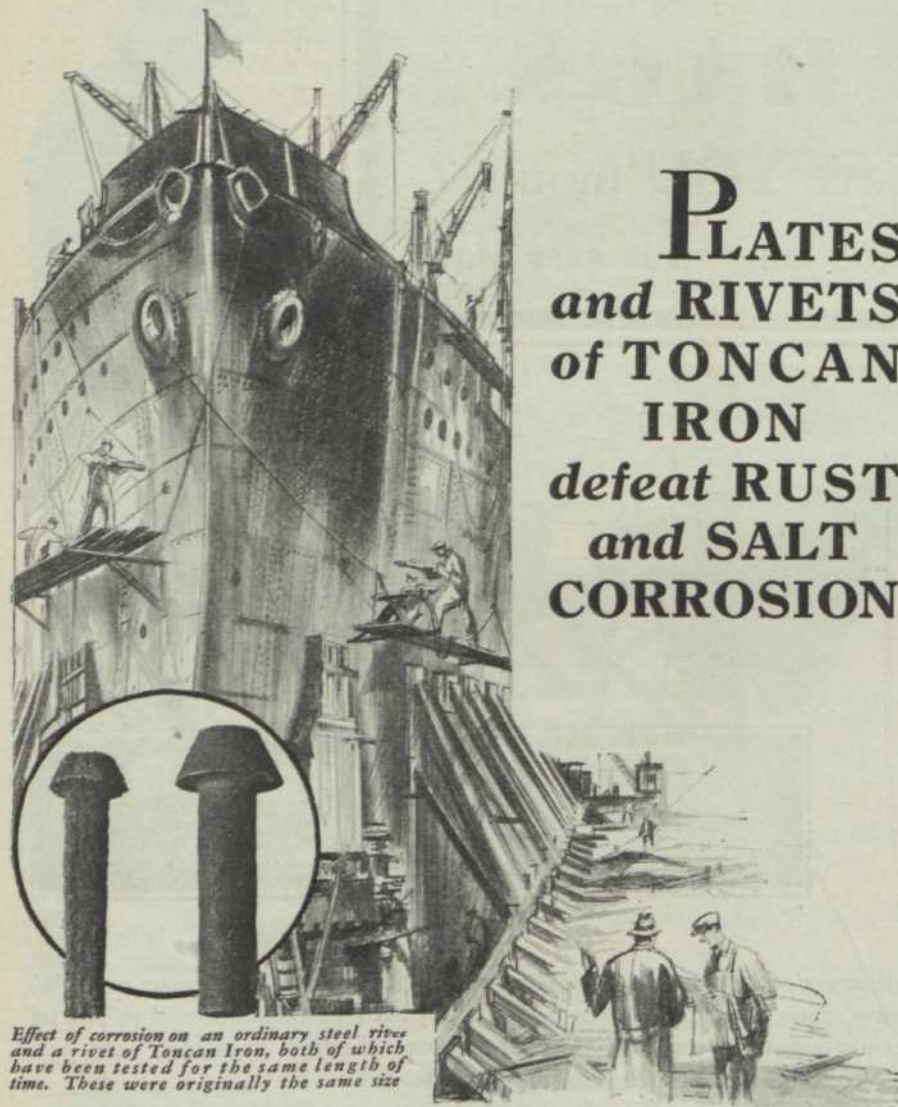
CHICAGO, ILLINOIS

*When writing to TEXTILE BAG MANUFACTURERS ASSOCIATION please mention Nation's Business*



# TONCAN

## PLATES and RIVETS of TONCAN IRON defeat RUST and SALT CORROSION



Effect of corrosion on an ordinary steel rivet and a rivet of Toncan Iron, both of which have been tested for the same length of time. These were originally the same size.

**G**IANT SHIPS that plow the briny seas, or freighters that ply both fresh and salt waters, each must wage a vigorous battle against rust and corrosion. Progressive ship builders now use Toncan Copper Mo-lyb-den-um Iron for the plates that form the ship's hull—and for the tenacious rivets that bind these plates in place.

In countless other uses this remarkably durable alloy of pure iron, copper and molybdenum has demonstrated a resistance to rust and corrosion, that is

outstanding among ferrous metals.

In engine boilers, culverts, steam and oil piping—all subject to continuous danger from corrosion—Toncan assures surpassing permanence. For exposed metal parts of buildings, from homes to skyscrapers, leading architects specify Toncan. Manufacturers of stoves, refrigerators, washing machines and scores of

household and commercial products, use Toncan Iron to insure greater satisfaction and longer life.



**CENTRAL ALLOY STEEL CORPORATION**

Massillon and Canton, Ohio

WORLD'S LARGEST AND MOST HIGHLY SPECIALIZED ALLOY STEEL PRODUCERS

When writing to CENTRAL ALLOY STEEL CORPORATION please mention Nation's Business

forward and in growing units of operation.

I have spoken about the matter of mergers. I have asked whether we are to have larger and larger mergers and consolidations. I believe we are and I do not see how it can be stopped. Perhaps many do not see the matter this way, but is it not the case, perhaps, that our industrial units, our financial units, the units of every kind in our whole world of material things, are seeking to complete themselves, to add missing factors to themselves, to round themselves out so that they may become as nearly complete as possible and as nearly as possible proof against destruction?

### The Quest for Unassailability

I THINK there is something larger at work than just the blind and slashing overreaching of men. A pulp mill cannot live unless it can have raw materials, transportation, market and credit. Owners of pulp mills seek to own forests. Perhaps they want to own railroads. They seek alliances, at least, with finance. They seek permanence of life, a guarantee of life—unassailability.

Henry Ford has erected a vertical trust. He has under one ownership just about everything from the raw products in the earth to the last intangible thing that makes an industry proof against foreseeable attack, which is good will. He has mines, forests, glass works, railroads, steamers, airplanes, smelters, machine shops, money, credit—everything he can possess that will make certain the continuance of operation of that conveyor system that turns out Ford products.

I am profoundly convinced that there is something more than greed in developments of this kind. There is growth in them, there is a great struggle for survival and for completeness in survival. Growth is very often lawless, as witness any jungle, and that is where we are allowing trouble to grow.

In nature everything grows. But in nature also ruthlessness goes with growth. Nature is as lavish with poisonous growth as with wholesome growth. Nature has provided something to prey upon almost everything. Where nature restrains she does so, generally, through destruction. This tendency led many of the early philosophers astray. If we did not conceive it to be the destiny of man to survive above all other things on earth, we could believe that we, too, were consigned to the untamed laws of nature.

But man brings nature's laws into order and bends them to suit his purposes. He cuts clearings in the jungle and holds the jungle at bay, that he may live and be free from its menaces. Our industrial and financial growths are responding to what may be very definite laws, but if man is to be the master of industry, if man is to be the beneficiary, then we must consider whether we can find the way to permit healthy industrial growth, in the



direction of its natural bent, without endangering the tangible and the intangible things cherished by man.

I have no purpose to make these things seem involved. The principles are simple, but a Ford industry is very involved. If we look at all the wheels we are in confusion, while if we look at a principle we are in a serene place, filled with a confidence that cannot be shaken.

There was a time when labor men thought trusts and combinations were the work of the devil. Now it is our belief that the antitrust and anticonspiracy laws do not meet present and future requirements. Those laws are not the laws of the future. They do not prevent growth and they do not guarantee or provide against the abuses of undisciplined growth. They merely impede and are made to operate in collateral fields for which they were never intended.

The United States Steel Corporation, an economic unit, an economic justification of itself, disclosed to us once and for all that there are limits beyond which legislative power cannot go, without what may well be regarded as tantamount to revolution. In any event, it stopped the trust-busting idea. We no longer think trusts are going to be smashed, but neither are we convinced that their boards of directors ought to have their own way about everything.

### The Octopuses of the Future

THE United States Steel Corporation as it stood when the Supreme Court took refuge in the rule of reason, was a minor octopus in comparison to some that are now growing up and still more a minor one in comparison to some that we shall have presently. And a cartelized Europe threatens to give even our expansionists something to contemplate in the way of perfected combinations and monopolies.

I believe that industrial organization, relation and form should develop in the manner best fitted to the production of things needed by the human race and best fitted to getting those things into possession of the human race. But I do not believe that industry is the master and man the servant. The wheels are not put together for the convenience and pleasure of the wheels, but for the service of mankind.

I do not want to be misunderstood. I am to the limit a proponent and defender of the concept of human relationship laid down in the Constitution. I am absolutely for the American and democratic idea of the private ownership of property and the properly safeguarded inviolability of that ownership. My concern is the threat against that system bound up in its abuse.

The English-speaking people have a profound reverence for the institution of private property and, to put it plainly, for the right of a man to do as he pleases, so long as he does not transgress the right of

## The Price Angle

**THE** price you pay and the value you receive are not always identical. The manufacturer whose production methods are wasteful or inefficient cannot possibly give you, the buyer, the most value per dollar.

To an extent not heretofore possible, Thew has combined the precision of a hand-built machine with mass production. A Thew Lorain Crane or Shovel, like the automobile, gives its purchaser today a per dollar value made vastly greater by standardization in design and high production efficiency.

Before you O. K. the purchase price of a crane or shovel, it is, then, just good judgment to investigate the dollar per dollar value of Thew Lorain equipment.

**THE THEW SHOVEL CO.**

*Builders of power Shovels  
and Cranes for 34 years*

**LORAIN 55-60-75**

*Shovels • Cranes • Draglines • Back-  
diggers • Locomotive Cranes  
Gasoline, Diesel, Electric  
and Steam Power*



When writing to THE THEW SHOVEL CO. please mention Nation's Business



## To improve your Game wear a PAL



**Pal** ATHLETIC  
SUPPORTER

© B. & B., 1929

Pick the best golfer you know. Watch the full free swing of his stroke, his poise, balance. His unworried concentration on the game. You may be sure he wears an athletic supporter.

PAL is far superior to the ordinary all-elastic supporter. It is porous . . . knit of soft-covered elastic threads. A more efficient supporter . . . snug where it should be . . . comfortable all over. PAL doesn't get perspiration-stiff . . . doesn't chafe. At all drug stores . . . one dollar. (Price slightly higher in Canada.)

## Bauer & Black

A Division of the Kendall Co.

CHICAGO . . . NEW YORK . . . TORONTO

Also makers of the famous O-P-C

For 40 years the leading suspensory for daily wear

**Arlac Dry Stencils**  
**Acclaimed By Users**

Arlac—the better dry stencil which cuts sharper lines—gives better typewritten copies and clear cut art reproductions. "O's" and "e's" keep their centers. Durable for long runs. Send for a free sample.

**Arlac Dry Stencil Corp'n**  
419 Fourth Ave. Pittsburgh, Pa.

Please send stencil to fit \_\_\_\_\_ duplicator \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

**ARLAC**

When writing please mention Nation's Business

another to do likewise. The American people, in the mass, have no heritage of the ways of feudalism or serfdom, and so the convictions of democracy are as firmly held by the wage earners as they are by the employers.

"Don't tread on me," that early battle cry of freedom, is just as potent today and may it be so always. But however we may reverence the right of private property we recognize with equal force the right of eminent domain. The point I want to make is that the right to own property without threat of losing it is conditioned on one important thing. The needs of all the people are superior to conflicting rights of any one among them.

### Assuring Continued Ownership

"THE right to continued ownership can only be assured by respecting the rights of all the people. No property, big or little, can be guaranteed to permanent private ownership if that ownership destroys rights valued by the people and necessary to them. Moreover, in the end the people will be the judges of that necessity.

Combinations, I am convinced, will and should continue, and as I have tried to make abundantly clear, the entry of political government into the realm of industrial ownership or control would be fraught with disaster. But combinations cannot perpetrate injustices upon the masses of the people, they cannot unduly exploit them, they cannot rob them of their liberties, they cannot make bond servants of them, without facing the certainty that there will be a judgment of the necessities of the people and when that judgment is taken it will be enforced.

My conviction is that in our industrial life we must find a way to orderliness, a way to justice, a way to freedom from abuse, a way to enforcement of respect for individual rights, a way to safeguard in the workshop the same things that we have safeguarded in our political and social life.

It is my further conviction that we must build up within industry the machinery for doing this great thing. It must be perfectly clear to everyone who thinks at all that the less industry is able to bring order and justice into its own house, the more urge and demand there will be that political forces step in to right the wrongs. Let me specify.

Freedom of contract is guaranteed politically to all in our country. To a serious degree industry has nullified that guarantee in one way and another. Under the guarantee of freedom of contract every man should be as free to join a union as the employer is to join a trade association. But many industries have robbed him of that freedom by forcing him to sign, as a condition of employment, what employers call an individual contract and what workers call a "yellow dog contract."

The failure of industry to cease seek-

ing to enforce such a so-called contract is forcing union men everywhere to seek legislative remedies. The trouble with legislative remedies for specific evils is that they also may later turn out to be halts on legitimate efforts.

Consider now the feelings of a worker who is employed by a monopoly or by an industry that is so nearly a monopoly that there is little other opportunity for his services and who finds himself in that industry compelled either to sign such a contract or to forego employment. If he has any longing whatever for freedom of action he must resent with great bitterness the obligation forced upon him. Am I not right in assuming that this resentment may easily enough become a dangerous thing? It is not safe to assume that the resentment will express itself solely against the wrong which bred it. It is much more likely that it will operate against the entire institution.

The restraint sought to be enforced by the individual work contract is but another form of the restraint sought to be enforced by what has come to be called the company union. The company union holds the workers equally in restraint and to the same degree compels them to submit to the mastery of employers. Indeed, the tendency is to use both forms of restraint jointly.

### A Word to the Employers

IF AND when these forms, or either of them, are given the support of law, to that extent are the workers then faced with the further necessity—or so they are almost surely going to believe—of seeking further action, state regulation and state control. It is impossible to restrain with state sanction without facing the consequence of reaction through the state. One use of the powers of the state is almost certain to beget another and I counsel employers to look well to the consequences before they push the power and authority of the state too far down upon the workers.

The injunction, as used in labor disputes, is another example. There is a proper and necessary use for the writ of injunction but it cannot be maintained with success and justice that employers today have any regard for its proper limitations. When industry uses the writ of injunction to compel men to do those things which the law and nature give them the right to refuse to do, industry is creating resentment that it can, in its modern, delicate, complicated and involved state, ill afford.

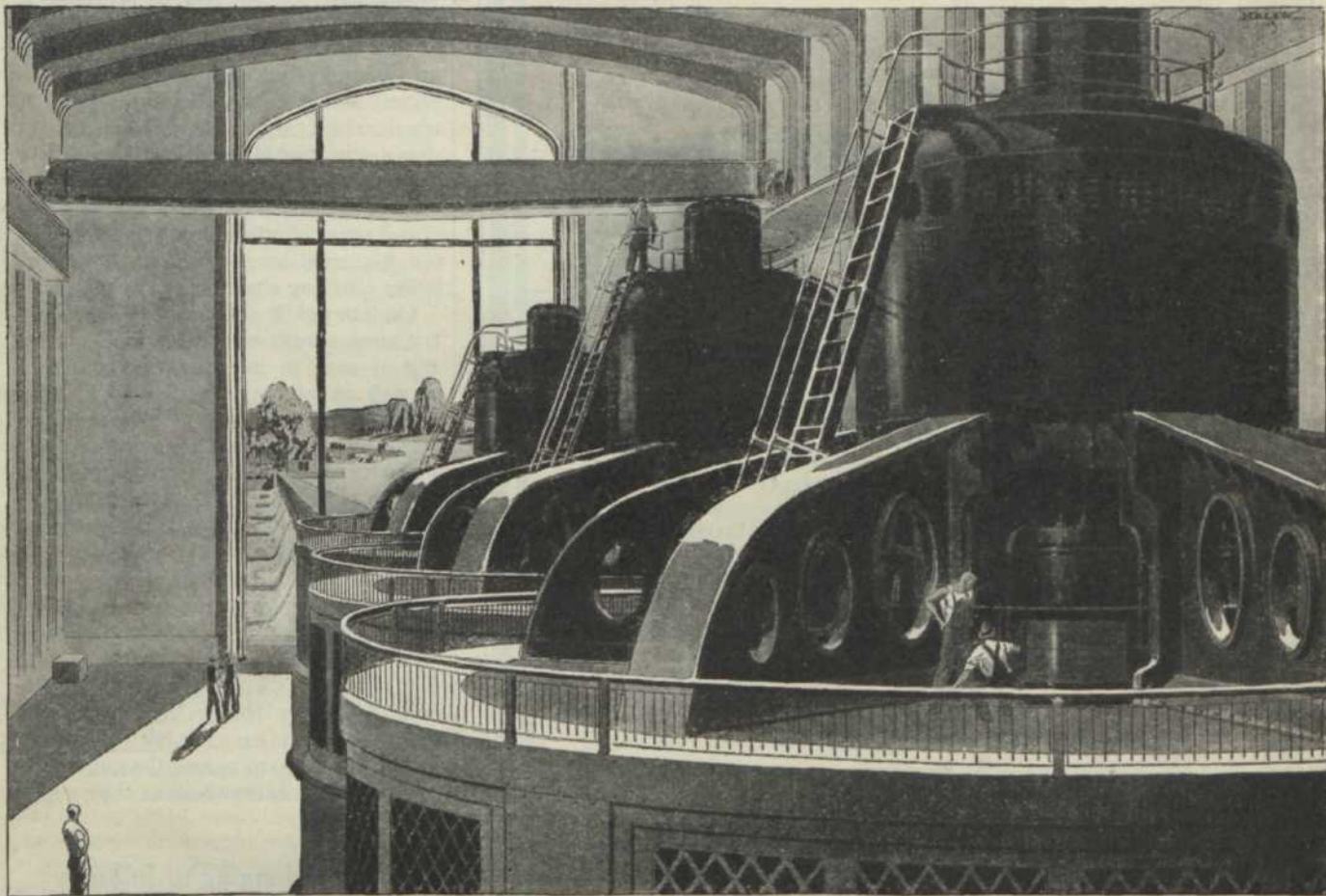
When industry, inversely, uses the injunction to order men to cease doing acts which the law and nature give them a right to continue doing, it is piling up trouble.

This conduct, in its immediate consequences, is forcing men to go to legislatures and to Congress for relief against an evil that is purely industrial. If industry insists on forcing men into political bodies



## WHAT WESTINGHOUSE IS DOING TO MODERNIZE THE WORLD

DRAWN FOR WESTINGHOUSE BY C. PETER HELCK



WESTINGHOUSE HYDRO-ELECTRIC GENERATORS SAVE MILLIONS OF TONS OF COAL EVERY YEAR

# Putting lazy rivers to work for you

A great river slips quietly down to sea. No show of effort marks its flow. No roaring falls or churning cataracts reveal its giant's strength. But hidden in that sluggish current is the power of one hundred and fifty mammoth locomotives!

Huge hydro-electric generators capture that vast energy and —

A million homes are flooded with cheerful light. Fleets of electric trains race with time. Elevators rise in towering buildings. Machines grind in busy factories. Furnaces glow with intense heat. The lazy river is at work . . . delivering comfort and convenience to men and women . . . energizing and controlling the tools of industry.

Today, American hydro-electric plants develop energy totaling more than twelve million horsepower. It is estimated that they enable public utility management to save nearly thirty-one million

tons of coal a year for American industry.

The name of Westinghouse has ever been in the foreground of hydro-electric development. Thirty-four years ago Westinghouse installed at Niagara Falls the forerunner of all modern large-scale hydro-electric generators. Recently, Westinghouse has made more history by completing three of the generators that surpass in size anything of this kind which man has yet constructed.

From the generation of power to its ultimate application Westinghouse responsibility runs the entire course. Stokers and steam turbines, switchboard and transmission equipment, motors, control apparatus and modern lighting are means by which Westinghouse aids the cheaper production of power and its more effective application in homes, offices, railways, ships, factories, mills and mines.



The Sign of a  
Westinghouse Dealer

# Westinghouse





## Aside From Value

Not merely the value of the plant properties, but all information regarding them, their condition, the cost of their maintenance, the accuracy of their reflection in financial records can be supplied accurately and impartially through American Appraisal Service.

**THE  
AMERICAN APPRAISAL  
COMPANY**

A NATIONAL ORGANIZATION

**39** consecutive issues of NATION'S BUSINESS to keep you informed of every important trend in business until August, 1932!



To the U. S. Chamber of Commerce  
Washington, D. C.

Send me NATION'S BUSINESS, your official monthly publication, beginning with the July number. Bill me later for \$7.50 for the three year term-subscription (OR: I enclose remittance with this coupon).

NAME .....

ADDRESS .....

CITY AND STATE .....

for relief against purely industrial evils, then industry must be prepared to see men get the habit of going to legislatures and to Congress. Those who hold to the belief that the less political government there is for industry the better, will, I think, easily see the logic of an effort to stem the tide.

Organization is the first step toward self-discipline or self-government. Concerted action cannot be taken without organization. Many industries which today are in mortal terror lest there be in industry some organization of which they cannot approve are spending thousands of dollars in efforts to lobby in Washington, hoping either to get or to stop legislation affecting their industry.

Certain public policies affecting industry must always be written in Congress. But if men in industry who are bold enough in other directions could only strip from their eyes the blinders of fear, tradition and superstition and face facts without bias they would understand that they may have to fight hard in the future to undo much that they so willingly and foolishly do today.

Industry has steadily fought the move to reduce the number of hours constituting the work day. The United States Steel Corporation not so long ago contended that it could not operate without the 12-hour day. How foolish that sounds today! The unions have not been able, even at this late date, to reduce the number of working hours everywhere as they ought to be reduced.

### A Job Belonging to Industry

ALWAYS the progress has been slow and always it has lagged. Out of this situation has grown a movement to fix the hours by law. We still have that movement. Yet nothing could be more foolish, more unnecessary or more damaging in every way than legislation fixing any number of hours as the work day.

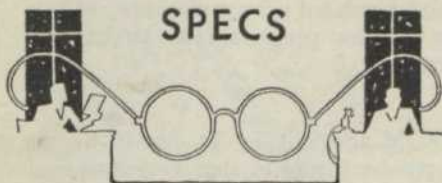
That job belongs in industry and it has approached the halls of legislatures only because employers refuse to join in doing the job where it should be done, or insist on doing it by ukase, arbitrarily, which comes to the same thing. There is not one of us who will not use whatever means may come to hand to remedy an abuse, when all other means fail, if we regard the abuse as of enough importance.

When the American Colonists had a paramount issue that could be settled in no other way they went to war. When wage earners today cannot help make the rules they deem necessary to a decent life they strike, or they go to the legislature or to Congress or wherever they think they can get a remedy.

*In the second part of this article which will appear in the July issue, Matthew Woll will discuss social legislation, organized labor and outline his opinions as to future trends in industry.*



# THROUGH THE EDITOR'S SPECS



LET'S begin this month with a sharp criticism of NATION'S BUSINESS, made still more interesting because the critic was so disturbed that he cabled us from London at great length. The sender of the cable is E. A. Melling, a director of the Automatic Telephone Manufacturing Company of Liverpool, and of the International Automatic Telephone Company of London.

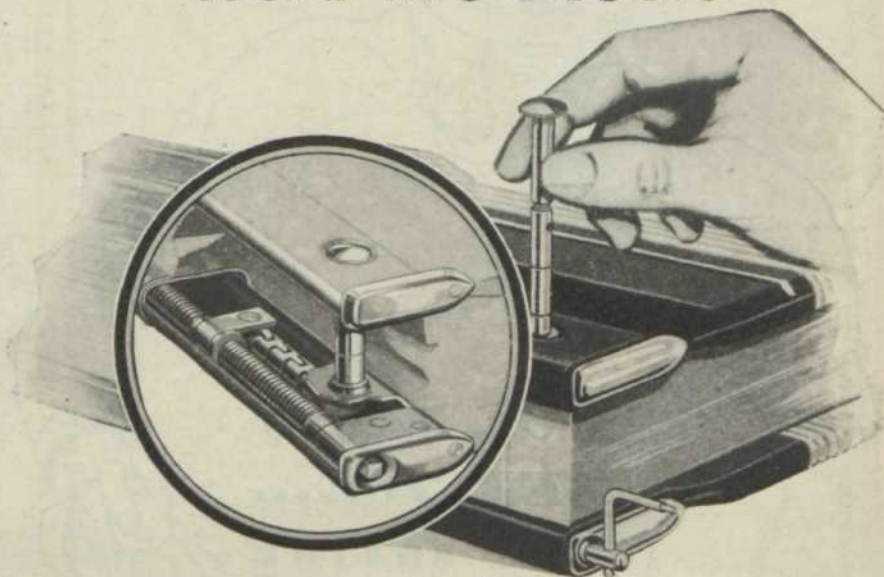
I have been shown a copy of the Casson article in your March issue which is being circulated here by interested parties and I am amazed not only that you should lend your magazine to such obvious propaganda but that you should have so little regard for international decencies as to make an uncalled for and unwarranted attack on a British institution and on its personnel. Aside from ethics you must know, if you made any investigation whatever, that the article is grossly unfair, that it is filled with false or misleading statements and that its bombastic and impertinent tone cannot fail to create a painful impression in official and business circles here.

Personally I think regulated private ownership of public utilities preferable to government ownership but I observe that the British people have government ownership of telephones because they want it after having given private ownership a long and fair trial. The telephone department is ably and efficiently administered. I have had occasion recently to make comparisons and in my opinion the telephone service of London is superior to that of New York or Chicago. I believe any thorough unbiased investigation will confirm this.

The rate of growth in England is now proportionately greater than in America and the introduction of modern methods and machinery is proceeding at a more rapid rate. It is nonsense to argue that the greater density of telephones in America is due to private ownership. America has a correspondingly greater density of motor cars. The publication of such articles as Casson's may serve some domestic purpose or interest, but I assure you it can only discredit your magazine abroad. If it is in line with your policy I suggest you change your name to "Other Nation's Business."

Let us take two or three of the things Mr. Melling says. We didn't know that the article was "grossly unfair." It was written by the editor of a British business paper who has had an opportunity to watch American and British methods. Our British friend speaks of its "bombastic and impertinent tone." Of course, that is a matter of opinion and criticism, rather than a fact. What seems to Mr. Melling bombastic and imperti-

# RIGID POSTS Hold the Sheets



THERE is always ample "backbone" in a FLEXI-Post Binder—it is a firm, solid book, whether you have 100 sheets in it, or 1000.

Why? Because the sheets are held on solid, rigid posts, instead of chains or straps. These posts are attached to flexible link sections. They pull down flush with the top cover when the flexible sections are drawn into the lower cover by turning the key.

Two inches of working space is always available for quick insertion or removal of sheets. Capacity is unlimited — just add post-sections.

Here is real binder economy, through greater utility and capacity.

Most office supply dealers have FLEXI-Post or can get it for you. Ask your local dealer.

STATIONERS LOOSE LEAF CO.

MILWAUKEE, WISCONSIN

The Binder  
with Posts  
that  
Disappear

# FLEXI-POST

REG. U.S. PAT. OFF.

STATIONERS LOOSE LEAF CO.  
Dept. A-6, Milwaukee, Wis.  
Send free copy of FLEXI-Post booklet.

Name.....  
Address.....  
Attention of.....

Mail the  
Coupon

for free copy of  
FLEXI-Post book-  
let that explains  
all features.





**For heavy  
SERVICE...  
and saving  
SPEED...**

PEELLE Electric Operators used with PEELLE Doors quicken shaftway traffic. Doors open and close automatically...at the touch of the button switch. Freight handling time is saved...labor reduced...greater production economies result. Fifteen thousand installations, in almost every type of industry, attest the endurance and efficient performance of PEELLE doors. Consult our engineering department, or a PEELLE Catalog will be sent on request.

THE PEELLE COMPANY, Brooklyn, New York  
Boston, Chicago, Cleveland, Philadelphia, Atlanta and  
30 other cities. In Canada: Toronto and Hamilton, Ontario

## PEELLE Freight Elevator DOORS

"The doorway of America's freight elevator traffic"



When  
You Come to  
Atlanta

live at the Atlanta Biltmore, the South's Supreme Hotel. 600 outside rooms, smallest 12x20 feet; 4-acre park, 5 minutes from business, theatres, shops. Golf, tennis, swimming, horseback for our guests at Atlanta clubs.

### RATES

Single	Double
\$4, \$5, \$6	\$6, \$8, \$10
30 Rooms at \$3.50	

Write for booklet "Points of Interest in Atlanta"

## Extra Edition Copies

of Nation's Business containing a complete report of the Annual Meeting of the United States Chamber of Commerce may be secured for distribution to your associates and employes at ten cents a copy.

**NATION'S BUSINESS**  
WASHINGTON, D. C.

### EXPORT

Sales and Advertising Manager of Important U. S. Mfg. Company would like to communicate with concern seeking permanent representation in British Territory, preferably England or Canada. British, aged 30.

First communication to "A" Box 519, Lenox, Mass.

nent might seem to someone else cautious and fair.

In any event Mr. Mellinger and the editors of NATION'S BUSINESS are in agreement on one thing, for he says, "I think regulated private ownership of public utilities preferable to government ownership."

FROM Lyndonville, Vt., up in the far northeast corner of that very American state, comes some sharp comment on farm relief proposals. John L. Norris writes:

It would almost seem as though the administration was obliged to do something along the line of farm relief, but certainly hope it is not going to be anything radical. It seems utterly absurd to raise automatically the price of the grain grower, and thereby increase the price of grain to the dairyman who is having a harder time than the grain grower.

About every dairyman east of central Ohio is buying western grain. The progressive farmers are wondering what it is all about. As a matter of fact, most of the farmers are the ones that seem to be the least concerned about the whole matter. It is one of these cases whereby our Congressmen will grasp at anything that they think will make them popular and go out and make a big shout for it. The dairyman east of central Ohio will be hard hit, if this bill goes through.

The writer was born and brought up on a farm, and can remember when dressed pork sold for five cents, butter for fourteen cents, maple sugar for six cents and everything along this line accordingly.

THERE is a good deal of the personal and human relation back of all this talk about the community and the chain store. H. W. Perry, field secretary of the Tulare Chamber of Commerce, Tulare, Cal., brings it out very clearly when he says:

Having been very much interested in the article of the "Chamber and the Chain Store" in your March issue the thought occurred to me that you might be interested in knowing how this problem was met here.

This city has a population of about 7,000 and this Chamber of Commerce is now in its forty-fifth successful year. All the chain stores here are members of this Chamber.

We have recently completed one of the most successful years, having as our president a manager of a chain store known as "a nation-wide institution."

This Chamber also owns and operates a county fair, which is now in its tenth successful year with holding assets of approximately \$100,000.

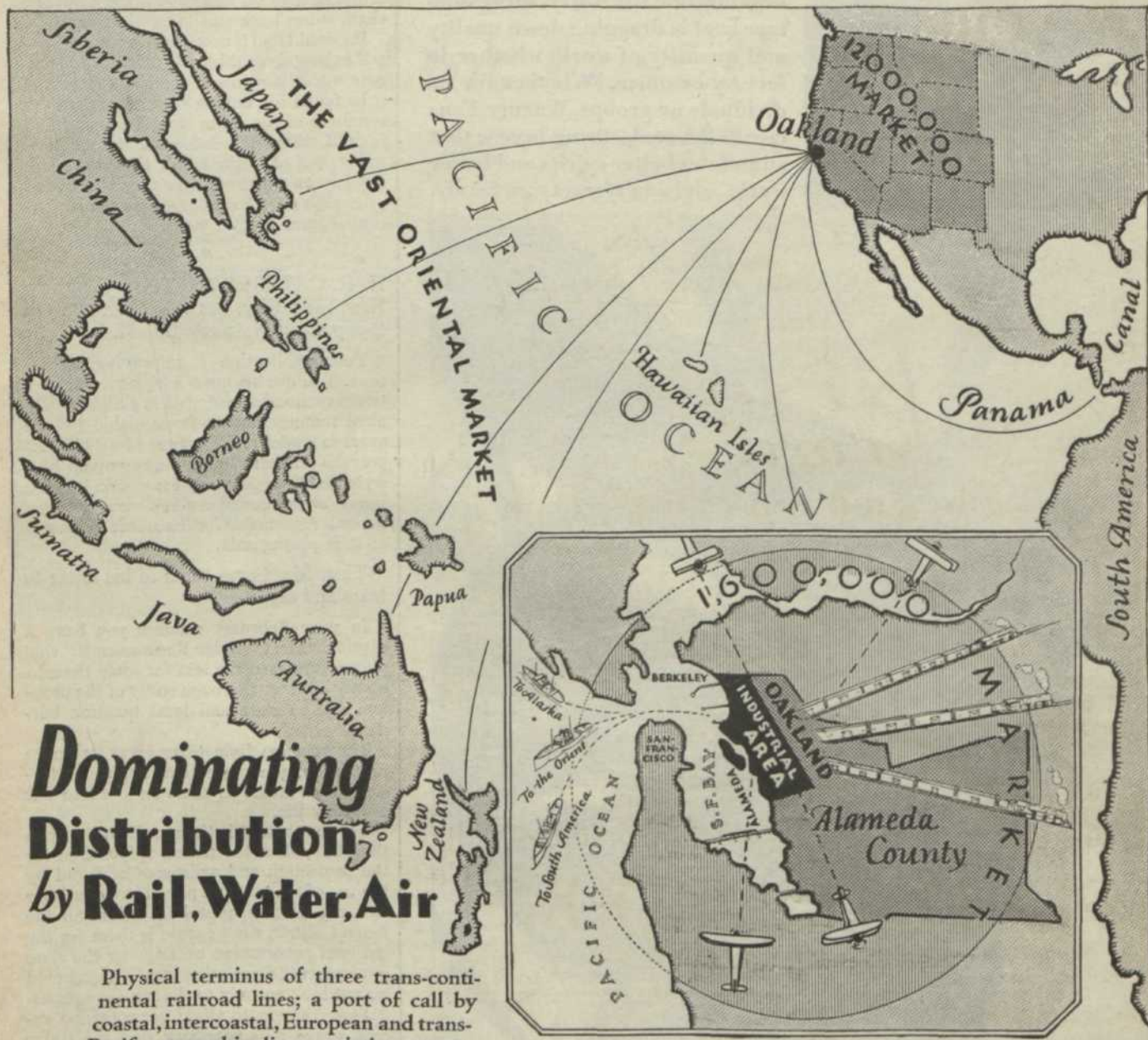
This proves that the right kind of a man in the chain stores can gain and hold the confidence of the buying public and the respect of his competitors. The chain store referred to has doubled its floor space in the last two years.

BUT balance it with the view of Charles E. Logan of Dallas, Tex.:

It seems to me that the small retail store man is gone forever and that the chain



# Western Business GEOGRAPHY



## Dominating Distribution by Rail, Water, Air

Physical terminus of three trans-continental railroad lines; a port of call by coastal, intercoastal, European and trans-Pacific steamship lines; aviation center of the West . . . Oakland, California, because of its geographical location, dominates distribution by rail, water and air. Added to this centralization of transportation lines on the eastern side of the great harbor of San Francisco Bay is a remarkably equable all-year working climate, large areas of level, low-priced industrial land, an excellent labor market, unlimited hydro-electric power at most favorable rates, and distribution costs which make Oakland the most economical point from which to cover the markets of the West.

In the eleven western states are over 12,500,000 prosperous people, people who are educated to buying, and able to buy, the best. Here western prosperity reaches its height for California ranks third in the United States in total savings bank deposits. Of this 12,500,000 people, over 6,000,000 live in California, with a majority within 150 miles of Oakland. Then across the Pacific are markets with an estimated population of 900,000,000, which have as yet been scarcely touched.

A study of western business geography will prove beyond all successful contradiction that in practically every line of industrial activity Oakland has more advantages to offer the manufacturer than any other Pacific Coast city.

### A Book for Executives

### "WE SELECTED OAKLAND"

Here are the personally-written statements of a number of nationally-known concerns operating in the Oakland Industrial area, on the advantages of location which they enjoy. Mailed on request. Write Industrial Department, Oakland Chamber of Commerce.

829-I

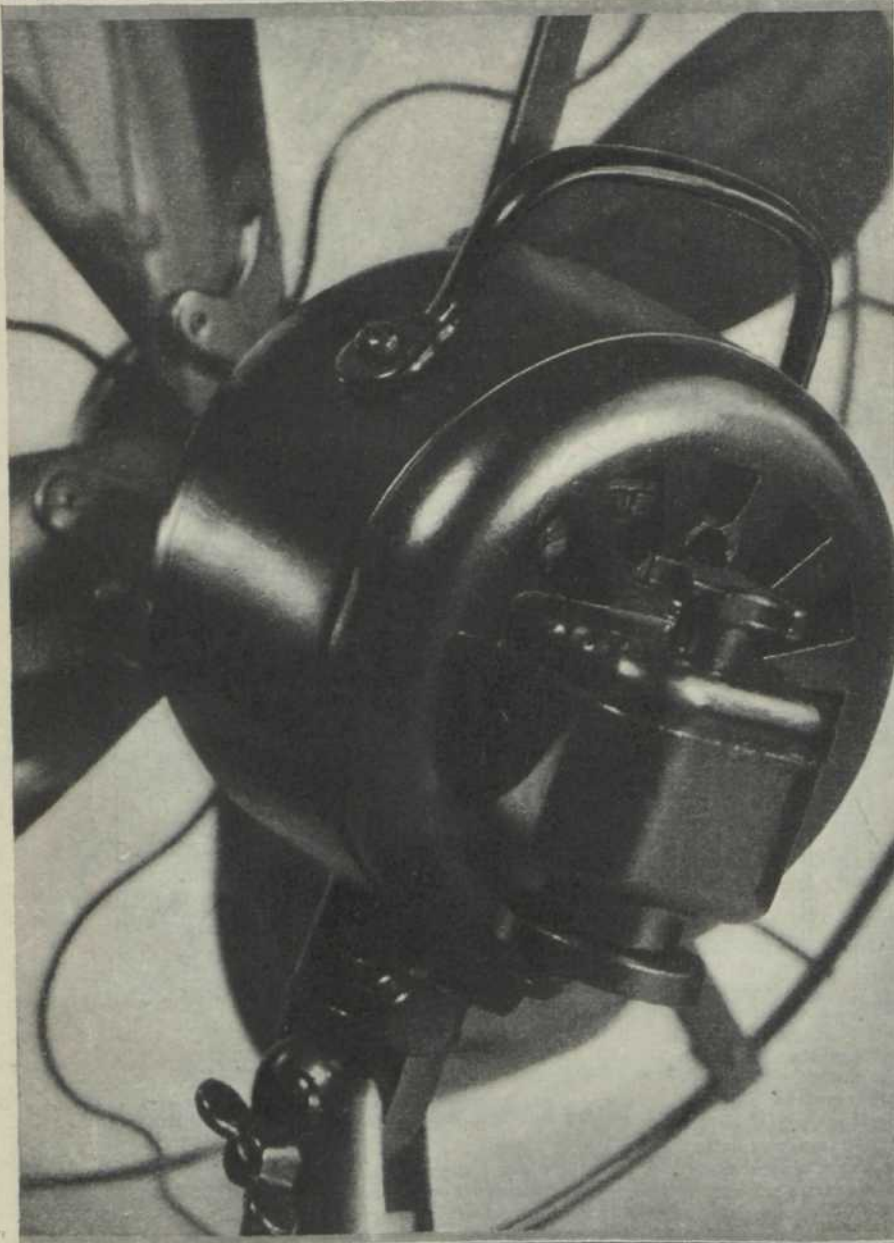


# OAKLAND-California



# Wagner Fans For Your Employees

You know how important your fan is when you work in hot weather. Don't forget that all through your organization the sultry, stuffy summer heat is dragging down quality and quantity of work, whether in factory or office. Whether for individuals or groups, Wagner Fans create the cool, strong breeze that stimulates better spirits and better work...and don't forget your family.



Your Wagner Fan dealer can show you how to use Wagner Fans to greatest advantage in office, factory and home.

*Literature on Request*

**WAGNER ELECTRIC CORPORATION**

6400 Plymouth Avenue, St. Louis, U. S. A.

*Wagner Sales Offices and Service Stations in 25 Principal Cities*

**Products:** FANS . . . Desk . . . Wall . . . Ceiling  
TRANSFORMERS..Power..Distribution..Instrument  
MOTORS..Single-phase..Polyphase..Direct Current

## Wagner ...quality

61-7531-9

*When writing to WAGNER ELECTRIC CORPORATION please mention Nation's Business*

stores have put an end to what you call the middleman's prosperity. I think if Mr. Garetson were engaged in business in Texas in competition with the chain stores, that he would change his mind about the effect the chain stores have on the retail business.

He would find it necessary to engage himself in bargain grabbing to attempt to compete with the prices of the chain store and if he found his buying power less than the resources of the chain store, he would find himself where the independent retailer is today, out of business, for the people will not buy an article of a retailer at a higher price than even a similar article can be purchased from a chain store.

H. R. GATES of The Texas Company, New York City, has this pleasant word to say about NATION'S BUSINESS:

Your publication is improving all the time. You are hitting a happy medium between economics expressed in a highly technical manner not understandable by the average reader and the type of article that prevails in many of our newspapers of a style that does not carry conviction because somehow we casual readers wonder if the paper is responsible for the article or whether it is propaganda.

Then Mr. Gates turns in his letter to taxes and says:

In your February number you have a caption, "Mr. Coolidge Recommends." One phrase furnished the text for some thought on my part, "A thorough study of the problem due to state and local taxation burdens."

The revenue from taxes gives us police protection, fire protection, health protection; such items as these lie close to our everyday life.

To what extent is the municipality, then the state, then the nation responsible for the protection and assistance achieved by the use of the taxes we pay? If we eliminate national defense, postal facilities and the federal courts, what excuse is there for the national government overlapping the state government? Or in other words, why should we not look entirely to the state or municipal government to afford us protection except where it is necessary that the states combine? Could Mr. Coolidge broaden his statement a little and suggest the advisability of eliminating lap-over in activities between national and state activities with consequent lowering of the ultimate taxes we common people must stand?

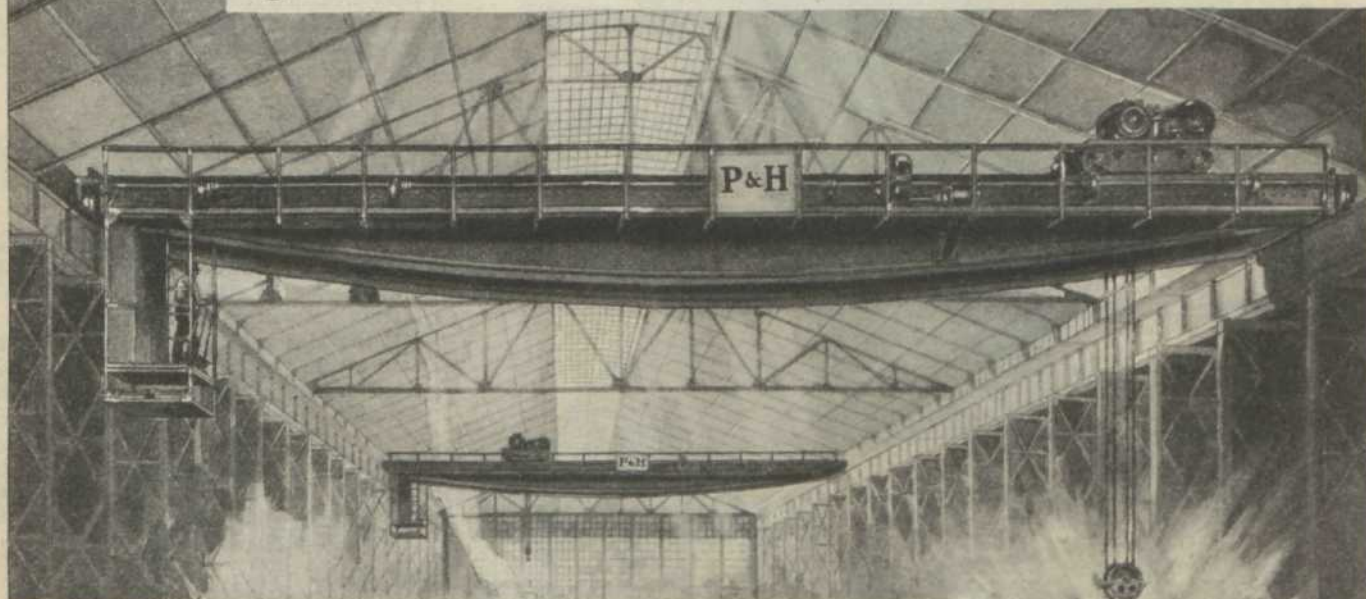
WHEN Seth Dunham wrote his article on conventions which we printed in our March number, he aroused many a sympathetic note. Col. W. M. Wiley of Sharples, W. Va., writes:

This is the best analysis of speech-making I have ever read, and I agree with every word of it. The trouble is, I am afraid, the people who get up conventions will not read these illuminating remarks and guide themselves in conformity therewith.

GEORGE A. FIEL, secretary of the New England Retail Hardware Dealers Association, Boston, wanted to get the gospel



# The First Necessity for Low Cost Production



## Dependable Crane Performance

IN and out of the plant—materials, parts, finished products must be handled on definite *dependable* schedules to insure low cost production.

P & H Traveling Cranes have provided this dependable performance day in and day out year after year for over 40 years. P & H Cranes are designed with a big factor of safety—have liberal sized motors, cut steel spur gearing, forged pinions—nothing scrimped to meet a price.

Since industry has first used cranes, P & H has built them for such leaders as:

Bethlehem Steel  
Baldwin Locomotive  
Crane Co.  
National Carbon Co.

Studebaker Corp.  
General Motors  
Kohler  
New Jersey Zinc

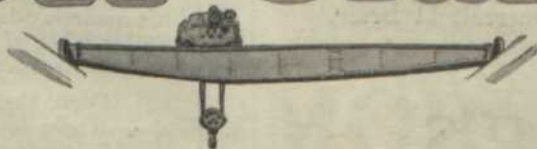
C. B. & Q. R. R.  
Andes Copper Co.  
Simmons Co.  
Standard Oil  
Firestone Tire

A perusal of our booklet, "The Story of P & H Crane Construction" will show you why there are more P & H Electric Cranes in service than any other make. A copy will be mailed on request.

### HARNISCHFEGER CORPORATION

Established in 1884  
3830 National Avenue, Milwaukee, Wis.  
Offices and Agents in All Principal Cities

# P & H Cranes

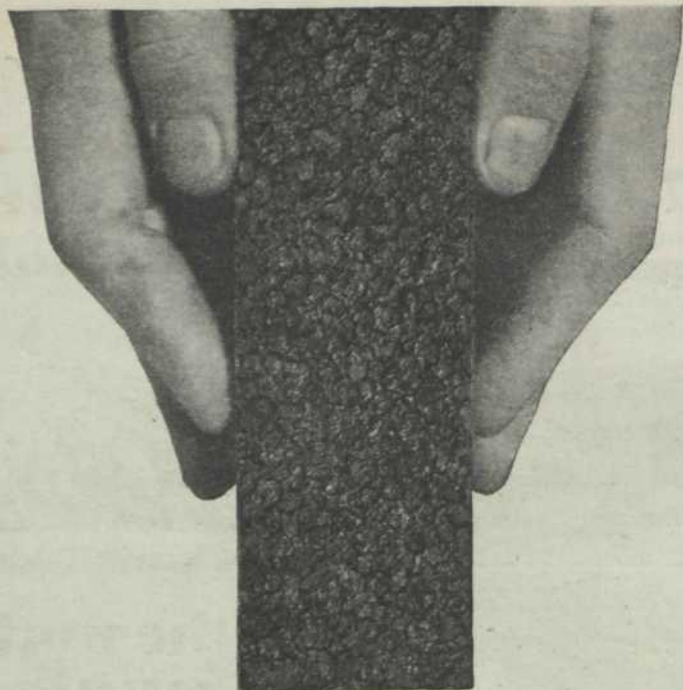


THE LARGEST CRANE BUILDING CONCERN IN THE WORLD....



P & H Corduroy Cranes are rapidly supplanting locomotive type cranes around industrial plants, as they go *ANYWHERE* and are far more economical in operation. Made in 7½, 10, 12½, 15, 20 ton sizes. Write for Bulletin 43-X.





## Insulate your roof with cork in *ample thickness*



**T**HE insulation of roofs is a worthwhile investment when the insulation is used in adequate thickness. Ordinarily, from one and a half to two inches of Armstrong's Corkboard is required to give really satisfactory results—to shut out summer heat and winter cold, to effect a noticeable saving in fuel.

Armstrong's Corkboard of adequate thickness pays for itself in fuel saving alone in a very few seasons. Under cork-insulated roofs, top floors and single story buildings are more easily and uniformly heated in winter and are many degrees cooler in summer. And in many types of buildings, such as offices, apartments, hotels, etc., making top floors comfortable, summer and winter, is worth the whole cost of the insulation.

The benefits of insulation are for old buildings as well as new, for almost any roof can be insulated with Armstrong's Corkboard. A single layer provides the full required thickness for adequate insulation.

Write for the book, "The Insulation of Roofs with Armstrong's Corkboard," or if ceiling sweat is one of your problems, "The Insulation of Roofs to Prevent Condensation." Armstrong Cork & Insulation Company, 903 Concord Street, Lancaster, Pa.; McGill Bldg., Montreal; 11 Brant Street, Toronto.

# Armstrong's Corkboard Insulation

When writing to ARMSTRONG CORK & INSULATION COMPANY please mention Nation's Business

of better conventions over to his members and writes:

I wonder if you will lend me the three cuts on pages 32 and 33 of the March issue of NATION'S BUSINESS, if I would give you credit for same and return the cuts to you after using them.

I am not asking for these cuts because they represent my convention, but because my convention is so different from the conditions these cuts represent, that I want to bring out the difference for the education of our members.

FRED N. SHEPHERD, Executive Manager of the American Bankers Association, says:

"I Know What's Wrong With Conventions" is one of the best I have read of late even among the many good articles which NATION'S BUSINESS carries.

If the idea is to hold the mirror up to nature then you have certainly done it in this story. It just happens that under the direction of three of our deputy managers, we are now setting up meetings in New York, Chicago and Atlanta. You may be interested to know that I called them all in my office and read this story to them. We all got a great kick out of it.

IN APRIL we published two letters, one from C. E. Wittmack, manager of the Oshkosh Overall Company, defending the policy of that concern in urging its retailer to carry their product as a so-called "loss leader"; that is, a product sold with little consideration of profit, and largely to build in the consumer's mind a habit of going to a particular retailer. In the same issue T. S. Duke, General Manager of the Star Sprinkler Corporation, Philadelphia, objected partly on the ground that it was dangerous to educate the buying public to lower prices. In a later letter Mr. Duke takes up the subject again:

Mr. Wittmack asks if it would be honest counsel to their dealers if they were advised to get a legitimate profit. We do not see how any other counsel could be classed as honest and we, likewise, do not agree with him in that this loss leader is likely to change habits. So far as we are personally concerned, it takes more than habit to bring us into any store and if we like this store after we enter it takes more than a cheap bargain to get us away. We certainly do not believe that we are any different from the majority of buyers in this position.

According to our notion, Mr. Wittmack is playing the other fellow's game, and we predict that the time will come when he will believe that the advice he has given to his retailers is bad advice, and in line with this, he will certainly not receive any thanks.

I am taking the liberty of giving you a little quatrain which seems to be good advice for some of these price cutters and loss leader advocates:

Count that day lost  
Whose low descending sun  
Sees prices shot to hell  
And business done for fun!

We want to thank you again for NATION'S



BUSINESS and also to tell you again all that it means to us.

AND now a pleasant note from an occasional contributor, Dr. Harrison E. Howe, Editor, Industrial and Engineering Chemistry, who wrote of our April number:

I have thought of doing it before—but with the April issue in hand, I must write you expressing appreciation of the fine job you are doing with NATION'S BUSINESS. I am not surprised that the circulation has shown such a consistent increase, and for one I want to record my interest in each number—even those in which I am not so fortunate as to have a contributed article!

And incidentally, as one of those responsible for helping to have the public appreciate what science is doing, I want to express appreciation again for the interest which NATION'S BUSINESS has demonstrated in what chemistry has accomplished and is endeavoring to do.

*M.T.*

### Statement of Ownership

STATEMENT of the Ownership, Management, Circulation, etc., required by the Act of Congress of August 24, 1912, of NATION'S BUSINESS, published monthly at Washington, D. C., for April 1, 1929.

City of Washington, District of Columbia, ss. Before me, a Notary Public in and for the State and county aforesaid, personally appeared Merle Thorpe, who, having been duly sworn according to law, deposes and says that he is the Editor of the NATION'S BUSINESS and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, Chamber of Commerce of the United States, Washington, D. C.; Editor, Merle Thorpe, Washington, D. C.; Managing Editor, J. W. Bishop, Washington, D. C.; Business Manager, J. B. Wyckoff, Washington, D. C.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.) Chamber of Commerce of the United States of America, said body being an incorporated organization under the laws of the District of Columbia, its activities being governed by a Board of Directors. The officers are as follows:

President, William Butterworth, Chairman of Board, Deere & Company, Moline, Illinois. Vice Presidents: A. J. Brosseau, President, Mack Trucks, Inc., 25 Broadway, New York; Robert P. Lamont, President, American Steel Foundries, 410 N. Michigan Avenue, Chicago, Illinois; Robert R. Ellis, Chairman of Board, The Van Vleet-Ellis Corporation, Memphis, Tenn.; Paul Shoup, President, Southern Pacific Company, San Francisco, Calif. Treasurer: John Joy Edson, Chairman of the Board, Washington Loan and Trust Company, Washington, D. C. Secretary: D. A. Skinner, U. S. Chamber of Commerce, Washington, D. C.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which the stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is: (This information is required from daily publications only.)

MERLE THORPE,

Signature of Editor and Publisher.

Sworn to and subscribed before me this 1st day of April, 1929.

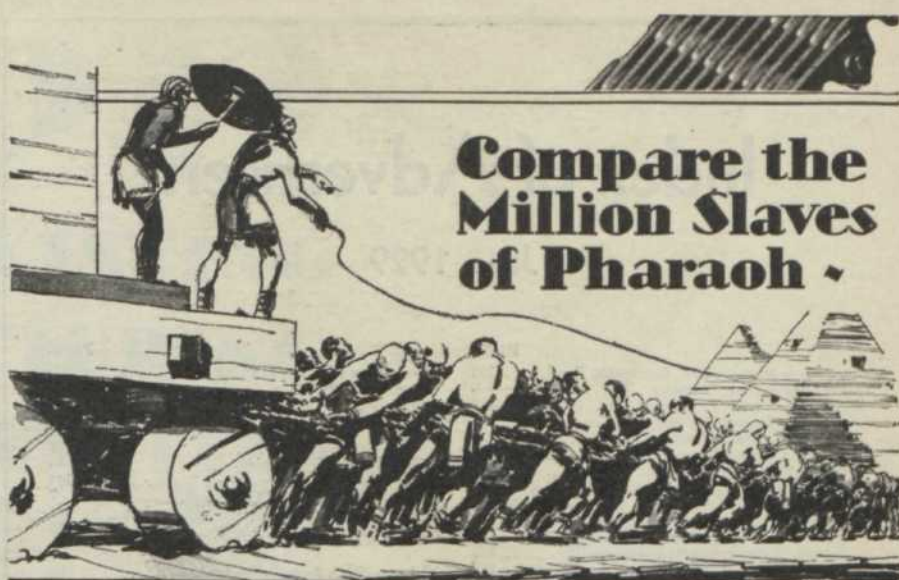
(Seal)

WALTER J. HARTLEY,

(My commission expires Sept. 10, 1932.)

Notary Public.

District of Columbia.



## Compare the Million Slaves of Pharaoh

## with the work of a single Morse Chain

FIVE thousand years ago, sheer man-power dragged the great stone blocks of the pyramids into place. Today, a single Morse Chain whose span you could measure with your two arms, transmits the power that swings huge loads like toys, turns the wheels of great industries silently, efficiently.

Dependable as they are for heavy power transmission, Morse Chains are also chosen for the most precise jobs, such as the synchronization of sound film. The result of the slightest inaccuracy between sound and film can easily be detected by eye, and ear. Yet that same chaos occurs unnoticed in thousands of industrial plants where there is little check on waste through power slippage!

Power loss is a measurable, definite quantity that you may be throwing away through inefficient power transmission methods. In some industries it may run as high as \$15.00 per horsepower per year—yet silent, smooth, long-lived Morse Chains have stopped these invisible leaks, and cut costs on all sorts of jobs, with a proven efficiency of 98.6%.

The most friendly, helpful man in the world is the Morse Engineer. His job is to help you track down power losses, and design efficient power transmission drives. His services are free—ask for them. His new manual on how to design, install, and operate efficient and economical power drives is free, too. Write for it.

MORSE CHAIN CO., ITHACA, NEW YORK



Series of Morse Chains driving from motors to the flaking rolls in a cereal manufacturing plant.

### Morse Engineers are always available at

Atlanta, Ga. Baltimore Md.  
Birmingham, Ala.  
Boston, Mass. Buffalo, N. Y.  
Calgary, Alberta, Can.  
Charlotte, N. C. Chicago, Ill.  
Cincinnati, Ohio  
Cleveland, Ohio  
Denver, Colo. Detroit, Mich.  
Louisville, Ky.  
Minneapolis, Minn.  
Newark, N. J. New York, N. Y.  
New Orleans, La.  
Omaha, Neb.  
Philadelphia, Pa.  
Pittsburgh, Pa.  
San Francisco, Calif.  
St. Louis, Mo.  
Toronto, 2, Ontario, Can.  
Winnipeg, Manitoba, Can.

# MORSE SILENT CHAIN DRIVES

When writing to MORSE CHAIN COMPANY please mention Nation's Business.



# Index of Advertisers

June, 1929

	PAGE
Accounting Machine Div., Remington Rand.....	185
Aetna Card System Company.....	3
Aetna Life Insurance Company, The.....	138
Agricultural Insurance Company.....	99
Alexander Hamilton Institute.....	77
American Appraisal Company, The.....	204
American Blower Corporation.....	104
American Clip Company.....	150
American Express Company.....	112-121
American Institute of Steel Construction, Inc.....	85
American Mail Line and Dollar Steamship Line.....	166
American Multigraph Sales Company, The.....	123
American Sheet & Tin Plate Company.....	107
American Telephone & Telegraph Co.....	214
Anchor Post Fence Company.....	124
Arlac Dry Stencil Corporation.....	202
Armstrong Cork & Insulation Company.....	210
Art Metal Construction Company.....	120
Atlanta Biltmore.....	206
Austin Company, The.....	10
Bakelite Corporation.....	195
Bauer & Black.....	202
Bedaux, Chas. E. Companies, The.....	182
Bemis Bro. Bag Co.....	2nd Cov.
Blaw-Knox Company.....	127
Box 519, Lenox, Mass.....	206
Bradley Washfountain Co.....	160
Brooks Company, The.....	158
Burroughs Adding Machine Company.....	59
Caldwell & Company.....	186
Californians, Inc.....	155
Canadian Pacific Railway Company.....	140
Caterpillar Tractor Company.....	157
Central Alloy Steel Corporation.....	200
Chevrolet Motor Company.....	51
Cincinnati Time Recorder Co., The.....	160
Clemetsen Co., The.....	65
Commercial Investment Trust Corporation.....	176
Cutler-Hammer, Inc.....	89
Detex Watchlock Corporation.....	130
Detroit Steel Products Company.....	98
Diamond Chain & Mfg. Company.....	175
Diebold Safe & Lock Company.....	102
Duke Power Company.....	136
Egry Register Company, The.....	126
Elliott Addressing Machine Co.....	154
Equitable Trust Company of New York, The.....	181
Erie Railroad Company.....	141
Ernst & Ernst.....	196
Ethyl Gasoline Corporation.....	131
Fargo Motor Corporation.....	1
Ferguson, H. K., Company, The.....	173
Finnell System, Inc.....	190
Frost National Bank of Boston, The.....	179
Flexlume Corporation.....	184
Fokker Aircraft Corporation of America.....	67
Fulton Sylphon Company, The.....	135
General Electric Company.....	148
General Fireproofing Company, The.....	128
General Motors Truck Company.....	73
General Office Equipment Corporation.....	151
General Tire & Rubber Co., The.....	116
George Marble Company, The.....	94
Gesler, Paechke & Frey Co.....	172
Goodrich, B. F., Rubber Company.....	79
Goodyear Tire & Rubber Co., Inc., The.....	147
Grinnell Company, Inc.....	115
Guaranty Trust Company of New York.....	180
Harnischfeger Corporation.....	209
Hauserman, E. F. Co., The.....	161
Health Extension Bureau.....	188
Hinde & Daugh Paper Company, The.....	113
Hornblower & Weeks.....	178
Hotel Cleveland.....	142
Hough Shade Corporation.....	104
Indiana Limestone Company.....	69
Industrial Brownhoist Corporation.....	164
International Business Machines Corporation.....	8
International Correspondence Schools.....	62
International Mercantile Marine Company.....	198
Irving Trust Company.....	6
Jenkins Bros.....	165
John Hancock Mutual Life Insurance Company.....	154
Johns-Manville Corporation.....	139

	PAGE
Kansas City Chamber of Commerce.....	213
Kemp, C. M., Mfg. Co.....	118
Kimberly-Clark Corporation.....	81-82
Lamson Company, The.....	163
LaSalle Extension University.....	186
Library Bureau Div., Remington Rand.....	144
Los Angeles Chamber of Commerce.....	7
Louisville Drying Machinery Company, Inc.....	103
Louisville Industrial Foundation.....	95
Mahoney-Ryan Aircraft Corporation.....	86
Marchant Calculating Machine Company.....	97
Maryland Metal Building Company.....	162
Master Builders Company, The.....	53
Metropolitan Life Insurance Company.....	54
Mohawk Rubber Company, The.....	152
Monroe Letterhead Corporation.....	160
Moore, John C., Corp.....	140
Morrison, Geo., Company.....	188
Morse Chain Company.....	211
Mutual Casualty Insurance.....	111
National Assn. of Commercial Org. Secretaries.....	187
National City Company, The.....	188
National Lumber Manufacturers Association.....	191
New Jersey Zinc Sales Co., The.....	3rd Cov.
New Orleans Association of Commerce.....	156
Oaktite Products, Inc.....	162
Oakland Chamber of Commerce.....	207
Oakland Motor Car Company.....	57
Ohrstrom, G. L. & Co., Inc.....	183
Ontario Publicity Bureau.....	117
Otis & Co.....	178
Package Machinery Company.....	92-93
Page Fence Association.....	96
Parker Rust-Proof Company.....	143
Peelle Company, The.....	206
Pennsylvania Railroad.....	71
Philadelphia & Reading Coal & Iron Co., The.....	189
Pneumatic Scale Corporation.....	125
Portland Chamber of Commerce.....	91
Postal Telegraph.....	74-75
Powers Accounting Machine Div., Remington Rand.....	159
Proctor & Collier Company, The.....	140
Pyrene Mfg. Company.....	168
Reading Iron Company.....	169
Reo Motor Car Company.....	108-109
Richards-Wilcox Mfg. Co.....	2
Robbins & Myers, Inc.....	192
Robertson, H. H., Co.....	119
Rundle-Spence Manufacturing Company.....	194
Safe-Guard Check Writer Corporation.....	150
Sanymetal Products Co., The.....	78
Seattle Chamber of Commerce.....	122
Security-First National Bank of Los Angeles.....	184
Silver King Golf Ball.....	110
Smith, Reed & Jones, Inc.....	182
Stationers Loose Leaf Company.....	205
St. Louis Industrial Club of.....	90
Stone & Webster, Inc.....	83
Stuebing Cowan Company, The.....	133-134
Sturtevant, B. F., Company.....	146
Textile Bag Manufacturers Association.....	199
Thew Shovel Company, The.....	201
Timken Roller Bearing Company, The.....	4th Cov.
Todd Company, The.....	101
Toro Manufacturing Co.....	170
Truseon Steel Company.....	61
United Autographic Register Co.....	87
United Engineers & Constructors, Inc.....	167
United States Envelope Company.....	137
Vacuum Oil Company.....	4
Wagemaker Company.....	170
Wagner Electric Corporation.....	208
Westinghouse Electric & Mfg. Company.....	203
Weyerhaeuser Forest Products.....	171
Wickwire Spencer Steel Company.....	174
Wing, L. J., Mfg. Co.....	150
Yawman & Erbe Mfg. Co.....	76
Youngstown Sheet & Tube Company, The.....	197

THIS is the thirteenth of a series of editorials written by leading advertising men on the general subject of "Advertising"



## The Distinctions of the Commonplace

COMMONPLACE advertising is frequently excused on the plea that we are a "practical" people and that the public mind is a commonplace mind. This is hogwash.

The very lowest income group in American life is higher in imagination and comprehension than any similar group in any other nation.

The fact is that we Americans get much of the romance of our lives out of the things which we buy, and wear, and use, and, therefore, things which are advertised.

For weal or woe this is a business age. Ours is the outstanding business nation of the world, and advertising is the literature of business—eagerly read, implicitly believed (when it deserves to be) and the impulse which it generates promptly obeyed by millions.

Of course we are practical minded but did Mr. Ford beautify his car because the people who buy it are so practical minded that they care nothing about beauty in a motor car?

Is the fact that the Chevrolet is a six entirely responsible for its astounding success or did the introduction of lavish body beauty into a car-class which had never known it before also have something to do with the Chevrolet conquest of our plain, practical people?

The desire to own something better is just as strong in the Chevrolet mind as it is in the Cadillac mind, and both will understand when they are talked to in the language of that desire.

We Americans may be as dumb as the advocates of the commonplace in advertising contend, but we are certainly not dumb in getting ahead and climbing up and finding out by reading how to get ahead and how to climb up.

No loftier sentiment or loftier language ever came from the mind or pen of man than Lincoln's Gettysburg address.

THEODORE F. MACMANUS, Pres.,  
MacManus, Incorporated



# 212\*

## EXISTING MANUFACTURING OPPORTUNITIES

Food products  
Textiles  
Wood products  
Furniture  
Machinery  
Hardware

The market is here...the demand is built...but it is being supplied with goods made far away

**K**ANSAS CITY *knows* what is needed most for industrial expansion... what will be most profitable to management and capital choosing to locate in this market of more than 21 million people.

*Knows*... because it has spent many months *not in theorizing* but in actual investigation of the materials and commodities used in merchantable quantity by Kansas City consumers yet *not manufactured in merchantable volume in the Kansas City territory!*

You may come within these 212 in-

Mens Wear  
Womens Wear  
Leather Goods  
Rubber Goods  
Chemicals  
Electrical  
Metal Products  
Cosmetics  
Farm Appliances  
Toys

dustrial classifications. If you do...if you are seeking the nation's most fertile market for expansion...there is here today an *existing* market that stands ready to purchase your goods.

Without fanfare or trumpet...with figures and facts that are accurately prophetic of the possibilities...a true picture of the Kansas City market can be obtained in a detailed memorandum that will be submitted confidentially and without obligation. The new publication, "The Kansas City Book of Opportunities," will also be sent free.

INDUSTRIAL COMMITTEE OF THE CHAMBER OF COMMERCE

# KANSAS CITY

## MISSOURI

*I am interested in this industry:*

*and I attach the coupon to my letterhead as assurance of my interest, without obligation, of course.*

Name \_\_\_\_\_

Address \_\_\_\_\_

1629

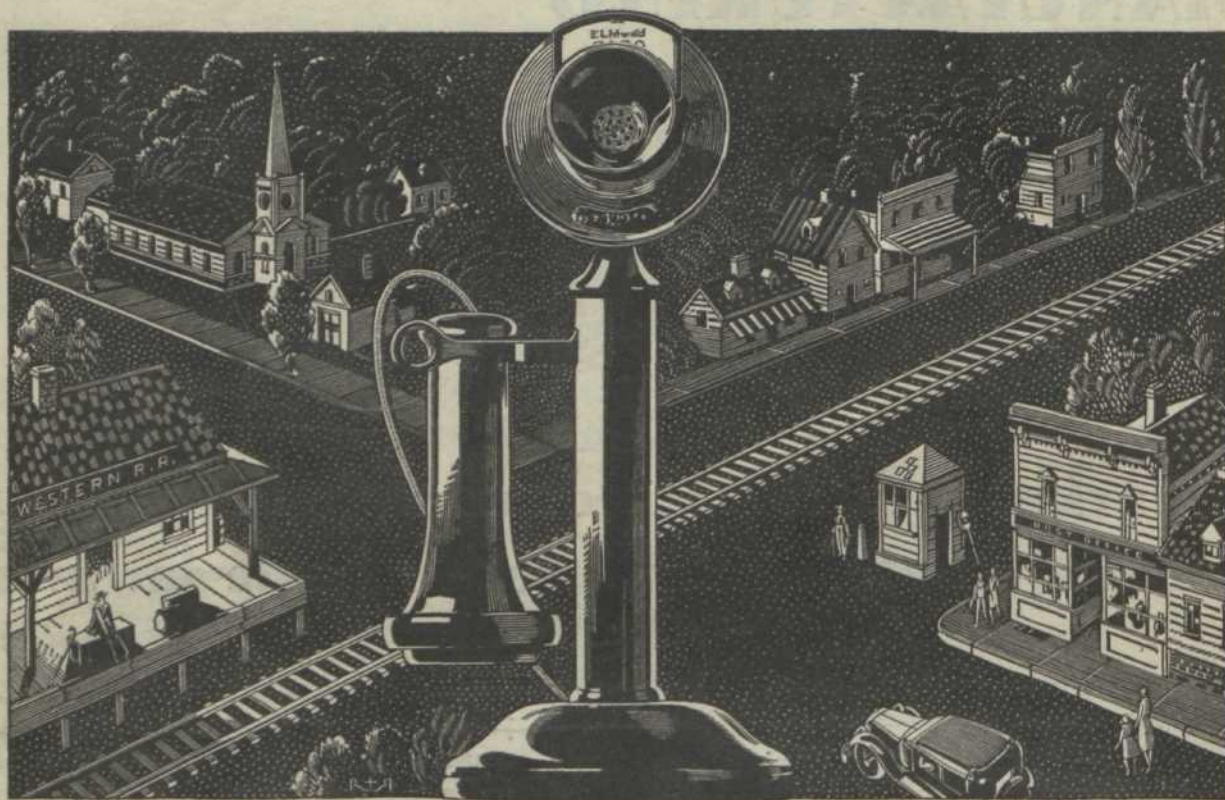


\* Economical transportation is important. You can reach 15 million people at lower freight cost from Kansas City than from any other metropolis.



# Stranded in a Small town . . .

## He kept both Engagements by Telephone



A PLANT superintendent of a large tire company was on a business trip in Canada. He missed his connection and was stranded in a town with one train a day. Two important engagements loomed ahead—one in Toronto, the other in New York. He thought of the telephone. He called the two cities. He completed his business so satisfactorily in both places that neither of the trips was necessary.

The telephone is always ready to put important things through. A man in St. Louis was too busy to go to Memphis and back. He made the round trip by telephone. It resulted in \$1400 worth of business.

A Seattle lumber company received a carload order on condition that it could be shipped in five days. Special items had to

be cut. A telephone call to Portland, costing \$1.15, found a mill that could do the work. The car was shipped in time.

A Minnesota commission house invested \$43.60 in nine Long Distance calls to five cities and sold 60 carloads—\$24,840 worth—of potatoes.

What delay, worry or expense could you save today? Is there a misunderstanding to be adjusted, an important sale or purchase hanging fire? Calls are cheap.

Typical station to station day rates: Chicago to South Bend, 60c. Peoria to St. Louis, 90c. Cleveland to Philadelphia, \$1.60. Pittsburgh to St. Louis, \$2.35. Boston to Chicago, \$3.25.

Out of town calling is quick and calling by number takes even less time. Bell Telephone Service. *Quick. Inexpensive. Universal.*



*Wiley*